

Lancashire County Council

Cabinet

Thursday, 9th June, 2022 at 2.00 pm in Committee Room 'B' - The Diamond Jubilee Room, County Hall, Preston

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 5 May 2022** (Pages 1 - 6)

4. **Questions for Cabinet**

To answer any verbal questions and supplementary questions from a county councillor, about any matter which relates to any item under Part I on the agenda for this meeting under Standing Order C35(7).

To submit a question to Cabinet, click [here](#).

There will be a maximum of 30 minutes for the questions to be asked and answered.

Matters for Decision:

The Leader of the County Council - County Councillor Philippa Williamson

5. **Champion for Disabled People Appointment** (Pages 7 - 8)

6. **Report on Corporate Performance Management 2021/22 Quarter 4** (Pages 9 - 46)

The Cabinet Member for Resources, HR and Property (Deputy Leader) - County Councillor Alan Vincent

7. **The County Council's Financial Position - 2021/22 Outturn** (Pages 47 - 104)

8. **Procurement Report** (Pages 105 - 108)

The Cabinet Member for Highways and Transport - County Councillor Charles Edwards

9. **Broadgate Cycle Optimised Protected Signals Junction Upgrade** (Pages 109 - 122)

The Cabinet Member for Education and Skills - County Councillor Jayne Rear

10. **Developing Provision for Children and Young People with Special Educational Needs and Disabilities** (Pages 123 - 178)

The Cabinet Member for Education and Skills - County Councillor Jayne Rear and The Cabinet Member for Economic Development and Growth - County Councillor Aidy Riggott

11. **Multiply Funding to Improve Adult Numeracy Skills** (Pages 179 - 186)

The Cabinet Member for Economic Development and Growth - County Councillor Aidy Riggott

12. **Approval for Submission to the Government's Levelling Up Fund** (Pages 187 - 202)

The Cabinet Member for Environment and Climate Change - County Councillor Shaun Turner

13. **Parish and Town Council Biodiversity Small Grant Scheme** (Pages 203 - 206)

The Cabinet Member for Community and Cultural Services - County Councillor Peter Buckley

14. **Capital Redevelopment of the Harris Museum, Art Gallery and Library** (Pages 207 - 210)

Matters for Information:

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

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

- [Nomination of a Local Authority Partner Member to the Lancashire and South Cumbria Integrated Care Board](#)

16. 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.

17. Date of Next Meeting

The next meeting of Cabinet will be held on Thursday 7 July 2022 at 2.00pm at County Hall, Preston.

Angie Ridgwell
Chief Executive and Director of
Resources

County Hall
Preston

Lancashire County Council

Cabinet

Minutes of the Meeting held on Thursday, 5th May, 2022 at 2.00 pm in Committee Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Present:

County Councillor Phillippa Williamson Leader of the Council
(in the Chair)

Cabinet Members

County Councillor Alan Vincent
County Councillor Peter Buckley
County Councillor Charles Edwards
County Councillor Graham Gooch
County Councillor Michael Green
County Councillor Jayne Rear
County Councillor Aidy Riggott
County Councillor Cosima Towneley
County Councillor Shaun Turner

1. **Apologies for Absence**

Apologies were received from County Councillors Azhar Ali OBE and Lorraine Beavers.

2. **Disclosure of Pecuniary and Non-Pecuniary Interests**

County Councillor Peter Buckley declared a Non-Pecuniary interest in relation to Agenda Item 6 – Procurement Report, as his wife was the Leader of Fylde Borough Council and Fylde Borough Council was partly funding the M55 Heyhouses scheme.

3. **Minutes of the Meeting held on 7 April 2022**

Resolved: That the minutes of the meeting held on 7 April be confirmed as a correct record and signed by the Chair.

4. **Questions for Cabinet**

There were no questions received.

5. **Constitutional and Governance Updates**

Cabinet considered a report proposing a number of proposals in relation to the council's governance and committee arrangements, in the following areas:

- Cabinet Portfolios

- Cabinet Committee on Performance Improvement
- Scrutiny
- Political Governance Working Group
- Local Member Grants
- Lead Members

In presenting the report, it was proposed that the following recommendation be added:

- viii. Full Council be asked to approve that the Political Governance Working Group meet quarterly to be a forum for matters relating to the political management of the authority.

Resolved: That;

- i. The amendments to the Cabinet Member portfolio descriptions as set out at Appendix 'A', be approved;
- ii. Full Council be asked to approve the amendments to the constitution to reflect the changes to the portfolio descriptions;
- iii. Approval be given for the Cabinet Committee on Performance Improvement be disestablished;
- iv. Full Council be asked to approve the proposed changes to the scrutiny function as set out in the report;
- v. Approval be given to allow for decisions on Local Member Grants to be made by the Monitoring Officer where the local member has an interest that prevents them taking the decision;
- vi. Approval be given for any funds left over in the Local Member Grant budget at year end over the £200 that each member can carry forward be allocated to schemes or projects designed to support looked after children and care leavers, with details of these allocations to be reported to the Corporate Parenting Board.
- vii. The position of "Lead Member for Highways" be retitled "Lead Member for Highways and Active Travel" and Full Council be asked to approve the necessary amendments to the constitution to reflect this.
- viii. Full Council be asked to approve that the Political Governance Working Group meet quarterly to be a forum for matters relating to the political management of the authority.

6. Procurement Report

Cabinet considered a report seeking approval to commence the procurement exercise for M55 Heyhouses surfacing in accordance with the county council's procurement rules.

In presenting the report, members requested that "Supporting economic growth" be added to the Corporate Priorities listed for the report.

Resolved: That, the commencement of the procurement exercise for the M55 Heyhouses surfacing be approved.

7. Changing Places Programme

Cabinet considered a report proposing the award of a grant contribution of £50,000 to support the development of a Changing Places facility at Lancaster Train Station.

Resolved: That;

- i. Approval be given to enter into a grant funding agreement with Avanti West Coast for the county council's contribution of £50,000 towards delivery of the project; and
- ii. The Director of Highways and Transport be authorised, in consultation with the Director of Corporate Services and Director of Finance, to agree and finalise the terms of the agreements with Avanti West Coast. The grant funding would be taken from the unallocated balance of the approved Changing Places programme.

8. Addition of S106 Development Funding to the Capital Programme for Bus Stop Infrastructure Improvements in Longridge and along the Bus Route between Longridge and Preston

Cabinet considered a report seeking approval to add £234,545 to the county council's 2022/23 Capital Programme from two developer contributions received through previously approved agreements under S106 of the Town and Country Planning Act 1990.

It was noted that in accordance with the S106 agreements, the funding would be used to investigate, design, consult on and deliver improvements to bus stops in Longridge and along the Longridge – Grimsargh – Ribbleton – Preston bus route.

Resolved: That, the addition of £234,545 from two S106 agreements to the Externally Funded schemes Block of the 2022/23 Capital programme, be approved.

9. Clifton Drive North Parking Restrictions

Cabinet considered a report proposing to introduce Waiting and Loading restrictions on Clifton Drive North, St Annes, between Highbury Road West and Squires Gate Lane.

In presenting the report, it was noted that consultation and formal advertising of these proposals together with a Police parking bay had been undertaken, and that comments from the public had been fully taken into account.

Resolved: That, the making of the Order for the introduction of Loading and Waiting restrictions, in addition to a Police Vehicle Parking Bay, as shown in Appendix 'A' of the report, be approved.

10. Lancashire County Council (Various Roads, Chorley, Hyndburn, Pendle, Preston, West Lancashire) (Revocation, Prohibition of U-Turns, 7.5 tonne Weight Restriction, Prohibition of Driving and one way Traffic (21-22 No1) Order 202*

Cabinet considered a report that proposed to make an order to introduce a new Prohibition of Driving along a short section of Moss Lane, Whittle-le-Woods, and the revoking and

reintroduction of a number of orders with anomalies in the districts of Hyndburn, Pendle, and West Lancashire to allow for effective enforcement by the Police.

The order further removed restrictions that were no longer required due to duplication of orders or where an order was still in place that was not indicated on site in the districts of Pendle, Preston, and West Lancashire.

In presenting the report, members expressed thanks to all the officers involved in producing the report and bringing it before Cabinet in a timely manner.

Resolved: That, the proposals for restrictions on the various lengths of road within the Chorley, Hyndburn, Pendle, Preston, and West Lancashire districts, as detailed within the report and as set out in the Modified Draft Order at Appendix 'A2' of the report, which included the amendment to the wording of Article 9 and small sections within both the Metropolitan District of Sefton and the Metropolitan District of St Helens, be approved.

11. Expansion of Morecambe Road School, Lancaster and Development of Special Educational Needs Units

Cabinet considered a report that provided the outcomes of the informal consultation that had been carried out in relation to a proposal to expand Morecambe Road School, Lancaster. It was proposed that the school expansion would be achieved through the creation of 34 additional places. 22 of these places would be based within the existing school site. The additional teaching space required would be achieved through building work commissioned and financed by the school, and 12 places would be based in a satellite provision at Lancaster and Morecambe College, which was located 0.3 miles away from Morecambe Road School. The separate 'satellite' provision would be operated as part of Morecambe Road School.

The report also included a proposal to seek expressions of interests, and initiate feasibility studies and the informal consultation process that would further support the development of SEN units in schools in different locations across the County.

Resolved: That, following consideration of the results of the informal consultation that had been carried out in relation to a proposal to expand Morecambe Road School, Lancaster;

- i. The publication of a statutory notice in relation to increasing the number of special school places at Morecambe Road School by 22 places to 177 that would be created through the building of additional teaching space on the main school site and the initiation of the formal consultation process required to make the prescribed alteration/significant change to Morecambe Road School, be approved;
- ii. The publication of a statutory notice in relation to the creation of another 12 special school places at Morecambe Road School to increase the overall number of places at the school to 189 through the development of satellite provision on the site of Lancaster and Morecambe College and the initiation of the formal consultation process required to make the prescribed alteration/significant change to Morecambe Road School, be approved;
- iii. The publication of a statutory notice in relation to changing the designation of Morecambe Road School from one for pupils with moderate learning difficulties to one for pupils with generic learning difficulties, and the initiation of the formal

- consultation process required to make this prescribed alteration/significant change to Morecambe Road School, be approved;
- iv. The initiation of a process to seek expressions of interest to further support the development of SEN units in schools in different locations across the County where this continues to be required, be approved; and
 - v. The initiation of the informal consultation process, be approved.

12. Lancashire Levelling Up Investment Fund

Cabinet considered a report proposing the creation of a Lancashire Levelling Up Investment Fund of £5m. The bespoke fund will enable, accelerate, unlock and assist in the delivery of Lancashire's multi-£billion pipeline of major development projects and infrastructure programme, complementing the Government's Levelling Up White paper.

Resolved: That;

- i. The allocation of up to £5m to fund a targeted programme as outlined in this report, be approved;
- ii. The Executive Director of Growth, Environment, Transport and Community Services be authorised to finalise the programme and award funding to projects, in consultation with the Cabinet Member for Economic Development and Growth, Director of Corporate Services and Director of Finance, and to enable the commissioning and procurement of further work as required and entering into legal/funding arrangements as required.

13. Better Working Between Lancashire County Council and Parish and Town Councils: Parish & Town Council Charter 2022-2024

Cabinet considered a report on the Better Working Between Lancashire County Council and Parish and Town Councils: Parish & Town Council Charter 2022-2024 which set out the relationship between Lancashire County Council and Parish and Town Councils in Lancashire. The Charter had been revised, in conjunction with the Parish and Town Councils, and set out the aim to work effectively together for the benefit of local people, whilst recognising respective responsibilities as autonomous democratically elected, statutory bodies.

In presenting the report, members invited Parish and Town Councils to also bring the Parish & Town Council Charter 2022-2024 to each of their own council meetings for a discussion. Furthermore, it was noted that the pictures included on the front page of Appendix 'A' of the report were some of the areas of the Parish and Town Councils that attended the workshop held in March 2022.

County Councillors Aidy Riggott, Graham Gooch, Shaun Turner and Phillippa Williamson each declared a Non-Pecuniary interest as they were Parish Councillors.

Resolved: That, the Better Working Between Lancashire County Council and Parish and Town Councils: Parish and Town Councils Charter 2022 – 2024, as set out at Appendix 'A' of the report, be approved.

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

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

15. Urgent Business

There were no items of Urgent Business.

16. Date of Next Meeting

It was noted that the next meeting of Cabinet would be held at 2pm on Thursday 9 June 2022 at County Hall, Preston.

17. 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.

18. Exclusion of Press and Public

Resolved: That under Section 100A(4) of the Local Government Act 1972, the press and 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.

19. Award of a Block Contract

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

Cabinet considered a report that sought approval to waive the county council's procurement rules to allow for a direct award.

Resolved: That, the recommendation 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, 9 June 2022

Report of the Head of Legal, Governance and Registration Services**Part I**Electoral Division affected:
None;**Corporate Priorities:**
Caring for the vulnerable;**Champion for Disabled People Appointment**

Contact for further information:

Craig Alker, Tel: 01772 537997, Democratic Services Officer (Technical),
craig.alker@lancashire.gov.uk**Brief Summary**

This report relates to the appointment of County Councillor Carole Haythornthwaite as Champion for Disabled People in place of County Councillor Rupert Swarbrick.

Recommendation

Cabinet is asked to approve the appointment of County Councillor Carole Haythornthwaite as Champion for Disabled People in place of County Councillor Rupert Swarbrick with immediate effect.

Detail

The role of the Champion for Disabled People is to assist the Leader and appropriate Cabinet Members by advising on service issues which support and encourage active, independent and healthy lives for disabled people and to raise the profile of disabled people and their needs in the development of policy across the county council.

County Councillor Rupert Swarbrick was appointed as the Champion for Disabled People by the Leader of the County Council on 27 May 2021.

It is now proposed to appoint County Councillor Carole Haythornthwaite as Champion for Disabled People in place of County Councillor Rupert Swarbrick following Councillor Swarbrick's appointment as Chair of the Environment, Economic Growth and Transport Scrutiny Committee.

The above change would be made with immediate effect.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

No significant risks have been identified.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

Report to the Cabinet

Meeting to be held on Thursday, 9 June 2022

Report of the Head of Service - Business Intelligence**Part I**Electoral Division affected:
(All Divisions);**Corporate Priorities:**
Delivering better services;**Report on Corporate Performance Management 2021/22 Quarter 4**

(Appendices 'A' - 'B' refer)

Contact for further information:

Donna Talbot, Tel: (01772) 534300, Head of Service - Business Intelligence
donna.talbot@lancashire.gov.uk**Brief Summary**

This report provides an overview of the key performance indicators to enable monitoring of performance against the four priorities of the corporate strategy:

- Delivering better services
- Protecting our environment
- Supporting economic growth
- Caring for the vulnerable

Previously quarterly monitoring reports have been presented to the Cabinet Committee on Performance Improvement, which was disestablished by Cabinet on 5 May 2022.

This report covers quarter 4 of the existing performance framework and provides the final overview for this suite of indicators.

Work is underway to refresh the performance framework for the current Corporate Strategy, and a revised suite of indicators will be included in the 2022/23 quarter 1 report.

Recommendation

Cabinet is asked to consider and comment on quarter 4 performance and the additional information set out in Appendices 'A' and 'B'

Detail

The report at Appendix 'A' provides an analysis of the latest available quarter 4 2021/22 performance information. Appendix 'B' provides a detailed suite of performance data, including (where possible) trend information and targets.

There are 31 high level Key Performance Indicators included in the 2021/22 quarter 4 Corporate Performance Report, and overall, 39% (12) of the Key Performance Indicators are performing at or above the expected level, 16% (5) are slightly under target and 45% (14) are off track and recovery action is required, the details of which are included in this report.

Highlights of good performance includes:

- Street lighting faults being repaired within target timescales
- Children and young people receiving targeted early help support from Children and Families Wellbeing service which successfully meets their identified needs
- Use of library services
- Quality of adult social care community service providers
- Effectiveness of reablement for older people discharged from hospital

Indicators performing below the desired level and/or the impact of the COVID-19 pandemic has had a detrimental effect on the performance of, include:

- Sickness absence rates
- Safety carriageway defects repaired within target timescales
- Adults with learning disabilities in employment
- Jobs created by Boost
- Adults and older people needing safeguarding intervention and having
- Admissions to residential and nursing care for adults and older people

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

No significant risks have been identified in relation to the proposals contained within this report.

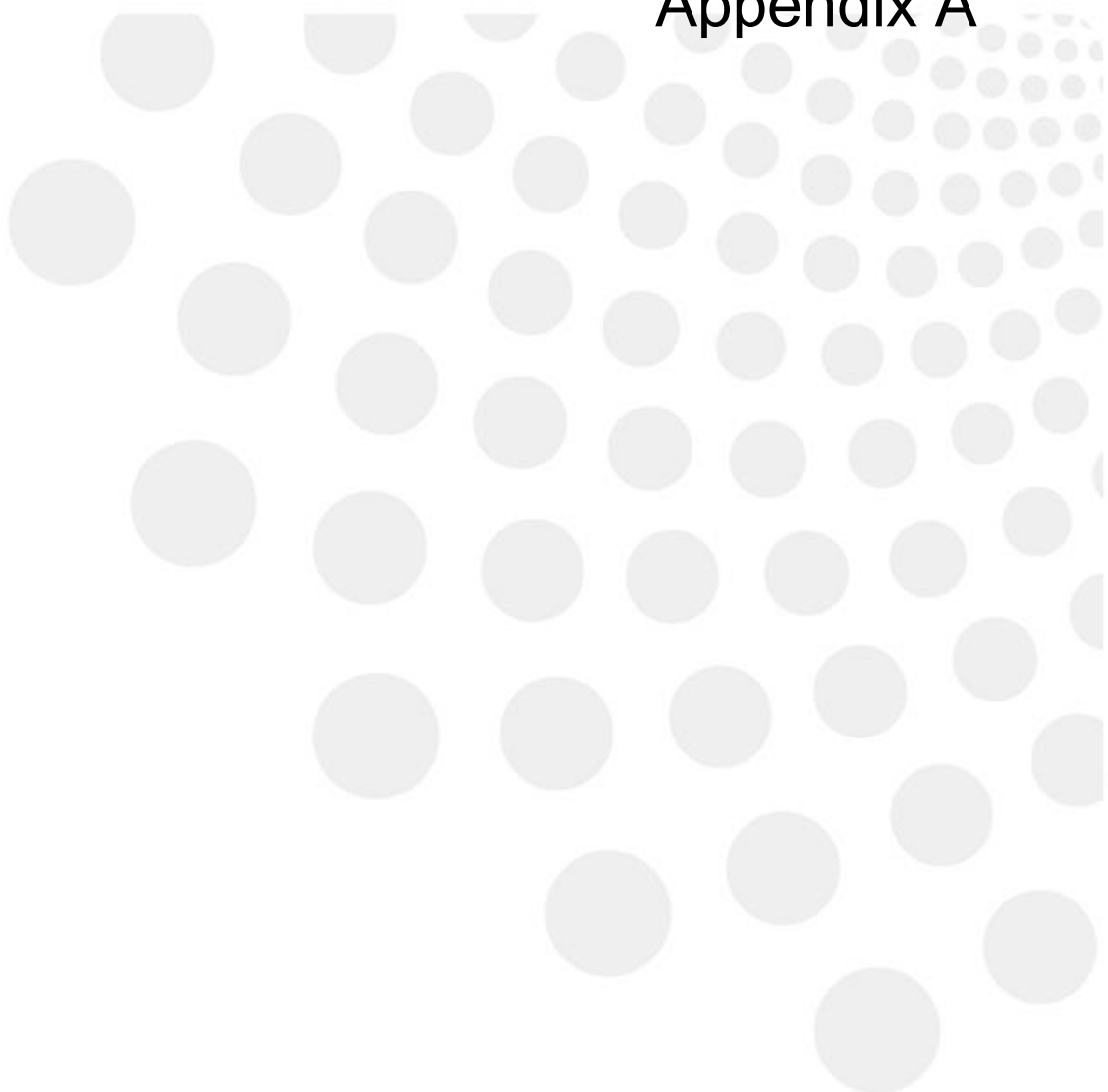
List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A



Corporate Performance Report

2021/22 – Quarter 4

1. Overview

In the quarter 4 performance report 31 performance indicators are reported against the four corporate objectives of:

- Delivering better services
- Protecting the environment
- Supporting economic growth
- Caring for the vulnerable

There are 31 high level Key Performance Indicators (KPIs) included in this report, and overall, 39% (12) of the KPIs are performing at or above the expected level, 16% (5) are slightly under target and 45% (14) are off track and recovery action is required, the details of which are included in this report.

Further detail on performance for all KPIs is available in Appendix B.

2. Delivering Better Services

This section reports on the council's use of resources and the efficiency of our services in key areas.

2.1 Improvement journey

The review of HR and Skills Learning and Development has been completed and a set of recommendations, accompanied by an implementation plan, has been presented to Corporate Management Team. This will enable the council to develop the skills and capacity necessary to underpin the improvement journey and our staff experience ambitions. Central to the implementation plan is a workstream to introduce two key elements of performance insight – one which focuses on service delivery via key business measures / key performance indicators which will inform an annual review of service delivery as well as the performance reporting business planning cycle; and a second which focusses on workforce impact, informing judgements on the effectiveness and impact on the business.

The strategy and policy refresh has been undertaken; a revised approach to the business planning process is being trialled and will be rolled out to all directorates. This supports the "golden thread" between our corporate priorities and the annual delivery plan for directorates, and downwards into service plans and individual performance objectives. This will support the organisation to make a clearer link between strategic objectives and the contribution from each individual to delivering those objectives and ensure that managers and staff are clear about priorities and expectations.

The customer experience workstream has been completed; recommendations will be discussed with the Corporate Management Team and Members, and should they be accepted, work will commence on identifying and agreeing key process areas where customer experience can be improved (alongside wider planning required to enable customer experience to become the default approach for services across Lancashire County Council in the longer term).

The "pulse" survey (a shorter version of the staff survey, conducted at the 6 month point of our annual survey cycle) was completed in mid-May. Slightly lower return rates and overall satisfaction levels show that we still have more work to do in this area. The results also suggest we need to continue to focus on mental health, and that financial wellbeing is a considerable concern which we need to consider as we strive to improve attendance and reduce sickness absence. The roll out of the recently agreed Employee Assistance Programme, that includes psychological and debt support as a core part of the offer, will be a powerful tool to facilitate early intervention and offer appropriate support to maximise staff wellbeing and minimise staff absence. The survey shows the value staff place on being able to work flexibly. It also shows that most responders are able to contribute ideas for improvement but that to realise the full benefits from improvement opportunities we have more work to do to properly involve staff in agreeing and implementing new approaches and solutions. We are hopeful that our recently implemented Change Influencer network will support us in this ambition. The survey data coupled with other data sets about our workforce also gives us a clear indication of services to target to have most impact.

Finally, the survey response profile highlights the on-going challenge we have to communicate and engage effectively with our front-line workforce. We miss crucial insights regarding customer experience and opportunities for improvement if this group is not involved in shaping how we change and improve. A squad based project, involving staff from the services most affected, has been initiated to quickly develop solutions to improve this position.

The roll-out of a training package for staff to provide them with Agile project management skills has commenced, to equip key staff with the skills and knowledge to ensure we are able to deliver improvements using a method which is faster and more efficient than traditional approaches.

2.2 Sickness absence. (Red KPIs)

Sickness absence at the end of Q4/March 22 (April 21 to March 22) was 13.86 days lost per Full Time Equivalent across all directorates compared to 10.76 in 2020/21 and 12.39 in 2019/20. Recent month by month absence trend shows a steady reduction in working days lost since a peak in January due to the Omicron variant of Covid-19.

Long term absence accounted for 69.76% of days lost to absence in 2021/22 compared to 75.01% in 2020/21 and 69.12% in 2019/20. This does fluctuate throughout the year with January 2022 dropping to 52.60% days lost to Long Term absence within the month. When looking at staff currently in post, 46% of them did not have any absence in 2021/2022.

The top 3 reasons for absence follow a similar trend to previous years but Covid-19 has surpassed Musculoskeletal for percentage of days lost in 2021/22. Covid-19 absence has been on a downward trend since the January peak. The previous 3 years absence reasons are:

Year	#1	#2	#3
2021/22	Mental Health (34.30%)	Covid-19 (12.18%)	Musculoskeletal (12.07%)
2020/21	Mental Health (39.28%)	Musculoskeletal (12.84%)	Covid-19 (10.28%)
2019/20	Mental Health (36.46%)	Musculoskeletal (11.99%)	Respiratory Disease (9.02%)

There is ongoing work to gather comparator data and Lancashire has submitted data to the LG Inform workforce benchmarking club, allowing comparison with other county councils that have opted in. Data for 2020/21 is available and Quarter 4 data for 2021/22 data has recently been submitted.

When restricted to county councils Lancashire was 3rd of 15 for self-submitted FTE absence. 10.76 in 2020/21 compared to a mean of 8.2, high of 14.5 and low of 3.4. Comparator data will now form part of regular data monitoring and assessment against higher performing councils

Whilst the pandemic had a significant impact on sickness absence levels over the last three years, work is underway to put in place performance improvements including setting target reductions and performance management principles. Regular monitoring and reporting of data and outcomes will enable measurement against performance.

2.3 Revenue forecast outturn % variance to budget.

The 2021-22 revenue outturn position is an underspend of £29.92m, which by way of context is 3.39% of the county council's net budget. The largest contributing element to the overall underspend was the continued strong performance on Treasury Management with a surplus of £13.5m generated, thereafter the most significant single factor affecting both service and financial performance this year has again been the pandemic. Whilst there have been a number of service areas experiencing financial pressures due to the impact of Covid-19, there are also offsetting short-term cost reductions resulting from factors including lower than anticipated demand for some services and remote working in line with Government guidance. Lancashire County Council has also taken the financial opportunity to include set-up and increases to provisions relating to risks around further fuel and energy price pressures, increased our provision for future insurance liabilities, and an early repayment of a long-term loan to achieve revenue savings in future years. In terms of long-term financial planning improvements, we are reviewing our outturn with 5-year trend analysis with potential realignment of budgets / Medium Term Financial Strategy to reflect any structural under/overspending areas.

2.4 Highways carriageway safety defects. (Red KPIs)

Quarter 4 has seen a high number of reported defects across the county at 19,909 the majority of which are Highways Service Inspection (HIS) reported. This compares with the same quarter in 2021 (19,907) but remains high compared to 2020 (15,499) and 2019 (10,349). This has placed an extremely high demand on the service which has also been operating a winter service with 2544 gritting actions over 58 days during quarter 4. This has placed additional pressure on the service as teams are diverted to gritting duties and require standdown.

With a significant number of defects being identified as 10-day defects, where these require traffic management, this has resulted in delays as mobilisation of complex traffic management requires some time. New methods of working for 2022/23 look to address this. A focus on Category 1 defect response times (i.e. those needing prompt attention) has identified a number of actions which will improve the KPI figures moving forward.

Lancashire County Council's outturn, standing and quartile position as per Association of Public Service Excellence (APSE)-Direct Management Group (DMG) Benchmarking Group is:

	LCC	Stand ing	Quartile	LCC	Standing	Quartil e
	2020/21			2019/20		
% Emergency Defects Made Safe on time (4hr)	91.90%	12/16	3	92.63%	10/18	3
% Urgent Defects Made Safe on time (2 day)	86.84%	13/16	4	92.36%	7/16	2
% non-urgent defects Made Safe on time (5-20day)	88.53%	12/15	3	93.00%	9/15	2

2.5 Street lighting fault repair.

The performance for both the non-traffic management and traffic management defects repaired on time has improved compared with the previous year and is above the target of 95%. Overall, the number of faults detected/reported has reduced from the previous year.

	non-Traffic Management Repairs: Target 95%			Traffic Management Repairs; Target 95%		
Year	Found	Fixed	% Fixed on time	Found	Fixed	% Fixed on time
2021/22	2417	2368	98%	409	389	95%
2020/21	3006	2742	91%	209	185	89%

2.6 Risks and Opportunities

2.6.1 Reshaping the County Council

Risk ID Corp 1 – Reshaping the County Council	Current risk score: 16	Target Risk Score: 9
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Key to Scores

	CATASTROPHIC	5	10	15	20	25
	MAJOR	4	8	12	16	20
	MODERATE	3	6	9	12	15
IMPACT	MINOR	2	4	6	8	10
	INSIGNIFICANT	1	2	3	4	5
		RARE	UNLIKELY	POSSIBLE	LIKELY	CERTAIN
			LIKELIHOOD			

We are well on with making improvements and changes across the organisation and this work will continue to grow and develop over the next twelve months. Our work on reshaping the county council has four elements. There is positive progress across all the elements of this key risk and include:

2.6.1.1 Our Improvement Journey

- Recruitment to Improvement Journey core team complete; phase 2 recruitment underway. "Front Door to Change" design work and key engagement completed.
- Corporate Programme Management Office redesign underway to enhance ability to provide corporate view of change activity and effective co-ordination and prioritisation of activity.

- Strategic Improvement Board has been re-established and a draft Strategic Change Delivery plan produced
- Supported pilot return to offices from early autumn, with key office sites reopening from October 2021; work ongoing to prioritise individual services' return to offices and appropriate timelines
- Range of flexible spaces offered in County Hall complex to meet identified needs of services, using a single agile work style; desk and space booking pilot completed
- Flexible working policy approved with additional supporting policies under development
- Ongoing engagement with cabinet to ensure political support for progress
- Phase 2 options to be developed and tested with Corporate Management Team and cabinet
- Customer experience board established
- The review of HR, Skills Learning and Development has been completed and a set of recommendations, accompanied by an implementation plan, has been presented to Corporate Management Team
- Strategy & Policy review has been undertaken

2.6.1.2 A New County Council

- Discussions continue to take place with political groups to improve communications with members on key issues and a county councillor questionnaire has been completed and shared with political groups. An action plan is being developed.
- Full Council has considered a range of constitutional issues that include:
 - Changes to cabinet member portfolio descriptions
 - Proposals for changes to the scrutiny function
 - The disestablishment of the Cabinet Committee on Performance Improvement
 - That the Political Governance Working Group meets on a quarterly basis
 - Minor changes to the Local Member Grant Scheme
 - Lead members providing an annual report at Full Council meetings
 - Minor changes to the members Code of Conduct
- Local Government Association Peer review action plan is being progressed

2.6.1.3 Improved Partnership Working

- Continue the work towards the development of strengthened partnership working through a joint long term strategic plan and a County Deal for Lancashire. An outline business case 'Our New Deal for a Greater Lancashire' has been produced and Lancashire Leaders are waiting on Government for further discussions. A new director has been appointed to lead on this work going forward.

- Agreed co-terminus footprint with health partners (Integrated Care System)

2.6.1.4 Financial Sustainability

Overall, the Council has an appropriate level of reserves available to manage the financial risks it is facing from 2022/23 to 2024/25. However, on current forecasts it will be necessary that additional savings will be required to bring the council to a financially sustainable position. Therefore, a further targeted service challenge review process will be undertaken as part of the 2023/24 budget process.

2.6.2 ICT Provision

Risk ID	Corp 5	Title:	ICT Provision	Current risk score:	16	Target Risk Score:	8
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Key to Scores

	CATASTROPHIC	5	10	15	20	25
	MAJOR	4	8	12	16	20
	MODERATE	3	6	9	12	15
IMPACT	MINOR	2	4	6	8	10
	INSIGNIFICANT	1	2	3	4	5
		RARE	UNLIKELY	POSSIBLE	LIKELY	CERTAIN
			LIKELIHOOD			

There are three elements to this risk – the implementation of Oracle Fusion, the development of Core Systems and the organisation's data requirements.

The Oracle Fusion programme that will replace the existing system for managing our money and people resources will go live during 2022/23 although the original go live date has been put back. To ensure smooth transition end user engagement sessions are being rolled out and we are identifying 'hard to reach' users in service areas. Business Readiness surveys and Business Readiness Assessments are to be completed for each service area.

Work continues to ensure our core systems are fit for purpose and that the organisation's data requirements are met. In terms of core systems, all senior management posts in the service are appointed to with staff in place. A Digital Services transformation programme is progressing and is due to be completed by the end of 2022. This will adopt best practice to deliver a high performing Digital Service. A data

strategy is being developed and mature processes are being adopted to establish the difference between unassured data and assured data.

3. Protecting our environment

This section reports on the work being undertaken to protect our environment, both by providing services to Lancashire's citizens and by improving the environment footprint of the council's services.

3.1 Recycling

The recycling rate for 21/22 is comparable to last year's out-turn of around 45%. Doorstep collected residual waste dropped by only c2,000t across Lancashire and Blackpool combined from 418,000t to 416,000t as they continued to accept and treat high volumes of waste, levels of which far exceed pre-pandemic years. Kerbside collected recyclables: green, glass cans and plastics and paper and card saw a drop of 7% on 20/21 down by c13,000t, with glass cans and plastics seeing the highest drop. Recycling Centres performed well with positive results, recyclable tonnes achieving levels of up to 85% against where they were at pre-pandemic. The 85% figure is achieved by comparing 19/20 recyclables tonnes (Recyclate and green) at our Recycling Centres to tonnes in 21/22. In 19/20 c62,000t compared to 21/22 c53,000t

In terms of the processing of residual waste at Thornton and Leyland Waste Treatment Facilities, the plants continue to operate at full capacity, with anticipated output tonnes consistent with last year. Thornton continued throughout the year to produce high volumes of Compost Like Output (CLO) but due to continued high volumes of doorstep collected residual waste at this site produced higher than expected volumes of Refuse Derived Fuel (RDF) and lower than anticipated mass loss. The Material Recycling Facility (MRF) continued to work at full capacity processing 53,000t over the year and diverted c17,000t to third party MRFs to ease operational issues due to the shear volumes of this comingled waste stream.

3.2 Risks and opportunities

3.2.1 Opportunities: Environmental Improvements

Opportunity ID: CO2 Title: Environmental Improvements	Current Opportunity score: 6	Target Opportunity Score: 16
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Key to Scores

	Outstanding	5	10	15	20	25
	MAJOR	4	8	12	16	20

	MODERATE	3	6	9	12	15
IMPACT	MINOR	2	4	6	8	10
	INSIGNIFICANT	1	2	3	4	5
		RARE	UNLIKELY	POSSIBLE	LIKELY	CERTAIN
			LIKELIHOOD			

- Replacement of older significantly less environmentally friendly vehicles with newer lower emission vehicles and plant as part of Capital Fleet Replacement Programme (latest Euro specification vehicles emit exponentially less than earlier Euro standard vehicles).
- Currently assessing electric vehicles (EVs) but ranges and charging remain an issue
- Working group formed with Fleet, Property and Design & Construction and proposals being completed for pilot for single dual point 22 KW charging facilities at Bamber Bridge and Network 65 to trial EVs in Fleet and inform the working group to enable further roll out of infrastructure and EVs within the County Council.
- Three EV mid-sized vans now in Fleet Services (delivered April 21) which will inform further the feasibility and actions that may need to be considered with a larger roll out of EV and ULEVs (Ultra Low Emissions Vehicles); one of the vans will initially be used by user departments and teams on extended trials and to inform of possible changes to working practices and infrastructure requirements to achieve zero emission vehicles in practical operational use.
- Investigation and trialling of various EVs (vans and cars) with Parking Services re enabling the use of suitable EVs for the Parking Services operations moving in-house this year.

4. Supporting Economic Growth

This section reports on the council's activities to support new businesses, including the development of infrastructure and, recognising the importance of knowledge and skills development: educational attainment and the use of libraries.

4.1 Supporting new businesses and business growth

4.1.1 Rosebud

This quarter saw Rosebud make 2 investments to the value of £152k, this would have been 3 at £452k however due to technical issues one investment at £300k has moved to the next quarter. Overall, the pipeline of investments is looking very healthy and the

strongest it has been pre-covid (1st lockdown) at £1.04m across 15 potential new investment opportunities. Over the 2021/22 financial year Rosebud has invested £796k across 6 investments. Challenges remain regarding appetite for debt funding from SME's however given the challenging trading circumstances the fund is performing reasonably well.

4.1.2 Boost ERDF Support (Red KPI)

The team has been closing down the Boost three element of the support services and timelining the new core services to follow on with a seamless transition and continuation of the core growth hub services. To this effect we have one new provider now delivering our Growth mentoring service, all other services were successfully reprocured during this OJEU process. This service now has funding committed until September 2023 – the team will be using this time to embed best practice and have conversations with the various potential funders to make sure this continues to be a sustainable and relevant service for our Lancashire business community. The Growth hub (Boost) remains committed to curating and simplifying the business support eco system to enable growth ambitious businesses across to county to benefit from the "right" support at the "right" time. Whilst it is fair to say that the output within this first quarter are lower than anticipated, it is also a reflection on the "business" and time poor realities that a lot of our businesses are facing. Whilst we don't have the headline numbers we expected, there is a strong pipeline of delivery and our service providers are optimistic that they will be able to deliver to the headlines promised, the challenge is not so much in finding the businesses but more around their ability to commit to the 12-hour commitment to secure an intensive assist.

4.2 Education and skills

4.2.1 Educational attainment

Educational out-turn figures are not updated in this quarter.

4.2.2 16/17-year-olds in Employment Education or Training (EET).

The 3-month average for all young people and for young people with Special Educational Needs or Disabilities (SEND) in employment, education or training have both achieved their targets.

At 94.8%, the December 2021 to February 2022 3-month average shows an improvement for all young people compared to the December 2020 to February 2021 3-month average of 94.2%. This performance is close to the National (95.3%) and North West (95.1%) performance for the same period. The December 2021 to February 2022 3-month average for young people with SEND has remained steady at 89.4%. This is below the latest National (91.4%) and same as the North West averages (89.4%) for March 2022. The improvement in Lancashire's performance is particularly notable as there are over 1,000 more young people in the cohort (average cohort size between December 2020 and February 2021 compared to December 2021 to February 2022) whose participation status must be tracked.

The continued focus on this area of work and the excellent engagement from secondary schools and post 16 providers has seen a sustained improvement in performance. This must be set against the continuing challenges being faced by the education sector, as well as children and young people themselves. The further improvement in the December 2021 to February 2022 3-month average shows how hard the team has worked to engage with the sector, which has been faced with various other priorities. This also reflects how hard the sector has worked to continue to support young people to make positive and sustained transitions to post 16 education, employment or training.

A range of actions continue to be undertaken to improve the Not In Employment Education or Training (NEET) and not known position, including a focus on vulnerable groups, and to ensure that we are meeting our statutory duties in this area of work. The Authority continues to engage with other teams internally and is working more effectively with the Inclusion Service to share data on the participation status of young people with SEND or with an Education or Health Care Plan (EHCP). The Authority is continuing to look at alternative solutions in relation to tracking young people for whom we have no contact details, in particular those without phone numbers. The Authority has introduced text messaging in addition to phone calls and this has generated a good response

The Authority has been successful in bidding for some funding from the Careers Enterprise Company which will allow us to commission some targeted support for year 11 leavers who have no post 16 intended destination. This work will take place over summer. This is a similar piece of work to that undertaken last summer using Covid funding and the outcomes were very positive. An analysis of the commission showed that 982 young people were contacted and at the end of January 2022, 88.2% were in a positive destination.

4.4 Use of Libraries.

4.4.1 Visitor numbers

The growth trajectory shown in Q3 continued, and there were over 1.5 million visitors to libraries over the year, which exceeded the target (reviewed in Q2 due to the impact of the pandemic)

4.4.2 People's network (PNET) sessions.

The increase in usage shown in Q3 continued into Q4 and, with over 167,000 PNET sessions taking place during the year, the annual target (revised to take into account the pandemic restrictions) was exceeded. The improvements that were carried out during the network refresh, including the free WiFi service, improved broadband and WiFi printing will have positively impacted the experience of PNET users.

4.4.3 Library events.

In Q4 alone there were over 5,000 events in libraries, bringing the annual total to over 7,700 and exceeding the post pandemic target. The in-house online medium for listing and promotion of events in Libraries, Museums and Archives, "What's On" is now

available on the county council website with links from each library page and is growing rapidly.

4.4.4 e-downloads.

There is evidence that people who have moved to the electronic formats are staying with them and with almost 270,000 downloads in Q4, the post-pandemic target (which was a significant increase on previous targets) was exceeded. There were almost 990,000 e-book downloads in the year.

4.4.5 Volunteers in libraries.

The number of volunteers in libraries has continued to increase, with almost 350 in Q4, exceeding the revised target.

4.5 Risks and Opportunities

There are no corporate risks

5.Caring for the vulnerable

This section includes performance about our support to children, young people and their families, and adult social care services and public health.

5.1 Children and families

5.1.1 Children and Families Wellbeing Service.

Q4 outturn was 66%; January and February saw below target performance with March's figure reaching 75%. January is an historically low performing month which sees higher than average levels of case closure for reasons other than 'All Needs Met'; encouragingly in January 2022 the disengagement from services has been less of a driver for this lower performance than the cases requiring step up to Children's Social Care. It should be noted that due to the consolidation of services the data from 21/22 is not directly comparable to previous years and as such historic trends around specific closure reasons are not fully applicable to the current year. As the service has retained Level 3 cases, from which the majority of 'steps ups' originate there is a correlation between the relative increase in cases closing as 'stepped up' and the profile of cases across Children and Families Wellbeing Service being at the higher level of need. As such the January 2022 closure-position has shifted slightly, away from disengagement towards step up.

The focus for 22/23 will be to better understand disengagement from services (this is currently a priority activity included in the agenda at the Data Quality Performance group) as well as to better understand variations in case closures throughout the year. Additionally, the service has a robust mechanism in place to improve practise, focussed on quality of direct work provision leading to positive outcomes for children, young people & families. This provides assurance that we are focussed on meeting needs in the context of the service's revised focus on intensive support for the most

vulnerable families. It is anticipated that the return to trend witnessed in March will continue into 22/23.

5.1.2 Lancashire Looked after children actually living in Lancashire.

This indicator was below target at the end of Q4 2021/22 (78%). Due to improved reporting mechanisms, some looked after children placed close to the Lancashire boundary are now classed as residing outside the boundary. Children's social care teams, including fostering and residential teams have worked with commissioning colleagues and with independent fostering and residential providers to ensure children and young people can remain within their communities, where possible, enabling them to continue to access their educational establishments and be close to family and friends where it is safe to do so.

5.2 Adult Social Care

5.2.1 Safeguarding outcomes. (Red KPI)

There were 3,940 safeguarding alerts during Q4 and although a smaller proportion indicated that their safeguarding outcomes were fully met with performance dropping to 59.6% (from 65.4% in 20/21), 96.4% of people indicated that their desired safeguarding outcomes were partially or fully achieved, which is higher than the 2020/21 National figure of 94.8%. A deep dive has highlighted the need to improve recording to ensure the desired outcomes recorded are specific to safeguarding.

The safeguarding service has implemented a whole service safeguarding transformation to improve procedures, reduce waste and duplication in the system, enhance and develop collaborative working with partners and importantly improve customer experience and outcomes. New ways of working are already demonstrating improved timescales in responding. This means that safeguarding enquiries are being dealt with quicker and more appropriately, including referring to a partner agency to complete and seek to deliver on outcomes.

5.2.2 Quality of care homes.

Across Lancashire 80.6% of care homes are rated good or outstanding by the Care Quality Commission (CQC), which is slightly below national performance (81.7%). Inspections of care homes recommenced slowly across the country following the pandemic. In Lancashire 20 inspections were published in the fourth quarter of 2021/22 compared to 9 in the same period in 2020/21. Lancashire's in-house services will obviously remain at current levels, until reinspected.

Lancashire County Council maintains 16 care homes for older people, 12 of which are currently rated good or outstanding with four care homes requiring improvement. The CQC report for Woodlands was published in April 2022 rating the care home as good, having previously been rated as requiring improvement.

Lancashire County Council also maintains 8 residential short break services for people with disabilities, two are currently rated as outstanding and six as good.

5.2.3 Quality of community service providers.

Community care providers help people to live independently by offering care and support for people with learning disabilities, acute or chronic conditions, mental health needs or substance misuse problems. Across Lancashire, 96.0% of community care providers were rated as good or outstanding by the Care Quality Commission, which is better than national performance (87.3%). Lancashire County Council maintains 10 community care providers, 9 of which are supported living services and are rated as good. The 'Shared Lives' service matches adults with learning disabilities, physical disabilities, older people and/or mental health needs with carers and their families, to live within their home, and become part of their family. The people living in Shared Lives continue to see their own family and friends as much as they want. This service is the largest in the country and continues to be rated outstanding by CQC.

Numbers of inspections of community providers remain low following the pandemic, with 3 inspections being published throughout Lancashire in the fourth quarter of 2021/22 (compared to 3 in the same period in 2020/21)

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

The proportion of older people who are still at home 91 days after discharge from hospital is currently at 87.8% and performing above target compared with regional (79.1%) and national average (79.1%)

5.2.5 Proportion of adults with learning disabilities who live in their own home

Current performance (82.4%) is below target for the year but is above the national average of 78.3%. The reported reduction in performance for quarter 1 initiated a deep dive of the quality of our data recorded in our client database, as the trend did not appear to be representative of what was happening in Lancashire. Performance reflects Lancashire County Council's commitment to ensuring that people who have a learning disability and/or autism are supported to live as independently as possible. Work has been undertaken to offer people a supported living option where possible and placement in residential care is not the preferred model of support.

5.2.6 Adults with learning disabilities in employment. (Red KPI)

The proportion of adults with learning disabilities in employment (2.1%) continues to be low and under target. The national benchmark is 5.1%. The pandemic reduced some employment prospects impeding the opportunity for people with learning disabilities to be introduced to a working environment.

The response to the pandemic meant revising our priorities internally and resulted in some of the staff within the adult disability employment support service being re-deployed into other business critical roles. This resulted in the reduction of some of the support and monitoring. The staff that were redeployed are now back in their substantive roles. Work continues in this area to review how more adults can be supported into employment, by both the role of the specialist support team and also providers of care and support services. We are also in the process of submitting a

formal expression of interest to be part of an accelerated national programme to increase the resources and capacity of the service and improve the offer, support and performance.

5.2.7 Proportion of adults and older people receiving long term services who are supported in the community.

The proportion of people receiving long term services supported in the community is under target at quarter 4, performing at 69.6%. This figure is similar to the national benchmark of 69.8% for 2020/21. The pandemic reduced the number of people admitted to residential care, but as measures are starting to relax this is impacting those supported in the community as more are returning to a residential setting.

5.2.8 Permanent admissions to residential and nursing care homes per 100,000 population aged 18-64 during the year. (Red KPI)

117 people aged 18-64 were admitted to residential care during the 12 months to 31st March 2022 resulting in a rate of 16.3 per 100,000 population. This is above the current England average of 13.3 per 100,000 population, although the latest England averages relate to 2020/21, during which fewer residential admissions were made than in a normal year. This continues to be monitored to understand the impact that the pandemic has on this performance measure.

5.2.9 Permanent admissions to residential and nursing care homes per 100,000 population aged 65+ during the year. (Red KPI)

The number of older adults being admitted to a residential /nursing setting has improved over the fourth quarter, but it is still above the target range of 600-680 at 692.0 admissions per 100,000 population (which is 1769 people admitted to permanent residential care in the year). Performance is also higher than the national benchmark figure of 498.2. This is a key area of focus for the next period, and links to challenges in the workforce across health and social care which is an issue nationally as well as locally.

Homecare pressures increased significantly from July 2021 onwards and continue due to challenges in recruiting sufficient staff, which has meant more people entering care homes for short term placements from the community and hospital, pending availability of homecare. For some people, circumstances changed (their needs, their family or relatives' opinions, informal carers unable to take people back etc) and they remained in residential care on a longer-term basis.

People are being discharged from hospital with increased levels of and more complex needs. Going into a short-term 'Discharge to Assess' (D2A) bed enables recovery but requires the NHS to have sufficient therapy resource to be fully effective. People are not always regaining lost skills and abilities as they should, which leads to a higher care requirement, with some people remaining in care home placements significantly longer than pre-pandemic. We currently reviewing increasing access to and development of intermediate tier services to support people to return home as quickly as possible.

5.3 Public Health

5.3.1 Health Checks

NHS Health Checks remain a Public Health priority, and in addition to the commissioned delivery of NHS Health Checks, a series of mobilisation activities are underway across Lancashire (Rossendale, Morecambe Bay, Central Lancashire and West Lancashire) with support from CCG colleagues, community providers, Lancashire County Council Corporate Communications and the Programme Office to expand the reach, quality and referral mechanisms into the NHS Health Check.

During quarter four the number of NHS Health Checks offered (first invitations) increased significantly. 14,340 of Lancashire's eligible population received an invitation for the NHS Health Check, a 145.8% increase on quarter three invitations (5,834). 5,071 NHS Health Checks were completed in quarter four, an increase of 2,288 from quarter three (2,783). Delivery was predominantly through GP practices in primary care but there was a notable increase in delivery in community settings (pharmacy) with 482 completed NHS Health Checks in quarter four, an increase of 468 from quarter three. Delivery in workplaces and places of worship continued to be consistent with the provider completing 332 NHS Health Checks during this quarter.

5.4 Risks and Opportunities

5.4.1 Family Safeguarding Model

Risk ID Corp 2 Title: Family Safeguarding Model Current risk score: 8 Target Risk Score: 8

Key to Scores

	CATASTROPHIC	5	10	15	20	25
	MAJOR	4	8	12	16	20
	MODERATE	3	6	9	12	15
IMPACT	MINOR	2	4	6	8	10
	INSIGNIFICANT	1	2	3	4	5
		RARE	UNLIKELY	POSSIBLE	LIKELY	CERTAIN
			LIKELIHOOD			

NB. Given the current score this may be removed from the corporate register when next reviewed by Corporate Management Team.

We have begun to develop a more strengths-based practice model, including the development of the Lancashire Family Safeguarding approach and the remodelled Early-Help offer. Therefore, our area of focus over the next twelve months will be to implement the Family Safeguarding Model alongside a remodel of Children's Social Care, embedding the revised approach to school improvement and implementing the re-modelled Early Help services. We will also ensure the quality of practice continues to improve, eliminating inadequate practice and ensuring consistently good assessments and plans across county council early help services and children's social care.

Recent progress includes:

- Family safeguarding teams in place
- Launch events complete
- Mechanism to secure adult workers agreed
- Recruitment to adult workers in progress and good oversight of recruitment
- Ongoing monitoring of performance
- Audit and practice improvement underway
- Transitions to Business-as-Usual 1 April 2022

5.4.2 Integration and Innovation

Risk ID Corp 4 Title: Integration & Innovation Current risk score: 20 Target Risk Score: 6

Key to Scores

	CATASTROPHIC	5	10	15	20	25
	MAJOR	4	8	12	16	20
	MODERATE	3	6	9	12	15
IMPACT	MINOR	2	4	6	8	10
	INSIGNIFICANT	1	2	3	4	5
		RARE	UNLIKELY	POSSIBLE	LIKELY	CERTAIN
			LIKELIHOOD			

We will continue to work with health partners on our joint work programme and ensure continued senior county council representation at the Integrated Care Provider Development Advisory Group (Exec Director) and at the Integrated Care System Development Oversight Group (Chief Executive). This is pivotal to ensuring local

government context and opportunity is understood and reflected in all plans and priorities. We will also continue to hold regular Internal health integration meetings (cross directorate) that are chaired by the Chief Executive to ensure clear and consistent approach to all meetings with NHS colleagues. Briefings for county councillors involved in NHS meetings will continue as will weekly meetings with lead cabinet members.

We are exploring the opportunity to create an integrated approach to commissioning and the development of an integrated approach to service delivery, in particular the use of Lancashire County Council's residential care to prevent avoidable admissions and increase the offer for older people who are mentally ill or have dementia. Co-terminus boundaries have been agreed with health partners.

5.4.3 Covid Impact on Services and Communities

Risk ID Corp 6	Title: Covid-19 Impact on Services & Communities
Current risk score: 16	Target Risk Score: 12

Key to Scores

	CATASTROPHIC	5	10	15	20	25
	MAJOR	4	8	12	16	20
	MODERATE	3	6	9	12	15
IMPACT	MINOR	2	4	6	8	10
	INSIGNIFICANT	1	2	3	4	5
		RARE	UNLIKELY	POSSIBLE	LIKELY	CERTAIN
			LIKELIHOOD			

NB The current scores will be assessed when the corporate register is next reviewed by Corporate Management Team.

Since the onset of the pandemic in March 2020, covid-19 has had a significant impact on both the people of Lancashire and how we have delivered our services in the face of increasing demands. We will continue to have a key role to play in the coming months as we will be at the heart of building a stronger, healthier, and more prosperous Lancashire for our residents and businesses. Recently, the Government published its plan for Living with Covid. We have assessed (and will continue to assess) the guidance and use it to help make difficult judgements based on the evidence regarding the impact on public health.

- In terms of Covid Incident Management we have stepped down the current Covid specific arrangements, some of the additional resource being retained to manage health protection front door in general and other tasks within public health in the interim. This should provide additional capacity should Covid peak again for incident management
- All local contact tracing has ceased as per "Living with Covid". Should requirement to re-institute contact tracing be required in the near future, mothballed arrangements will be put back in place
- All community testing has ceased as per "Living with Covid". Should requirement to re-institute community testing be required in the near future, mothballed arrangements will be put back in place.
- Covid specific arrangements for educational services have been stood down – some of the arrangements being subsumed into interim Health Protection front door

5.4.4 Demand Impact on Community and Services

Risk ID	Corp 7	Title: Demand Impact on Community & Services			
		Current risk score: 16		Target Risk Score: 12	

Key to Scores

	CATASTROPHIC	5	10	15	20	25
	MAJOR	4	8	12	16	20
	MODERATE	3	6	9	12	15
IMPACT	MINOR	2	4	6	8	10
	INSIGNIFICANT	1	2	3	4	5
		RARE	UNLIKELY	POSSIBLE	LIKELY	CERTAIN
			LIKELIHOOD			

Demand for client-based services continues to increase resulting in increased budget pressures that may lead to poor outcomes for those people in receipt of our services. Therefore, for Adult Social Care we will continue to work with a range of partners regarding social care reforms and look to strengthen the adult social care market capacity through fee adjustments and active engagement to identify creative solutions. In relation to Children's social care, we will implement what we have set out above and for children and young people with special educational needs or disabilities (SEND) we will continue to invest in the service and deliver the priorities in our strategy.

Recent progress includes:

- Early Help Strategy agreed and delivery ongoing
- Family Safeguarding launched
- Outreach services expanded. Family Group Conferencing evaluation planned as part of national programme, with additional national funding provided. Pilot Voluntary Community and Faith Sector (VCFS) provision is in place supporting referrals from Childrens Social Care Teams and funding agreed to extending service for further 12 months.
- "Where Our Children Live" project reported to Cabinet January 2021 and there is a delivery plan in development
- Shifted block residential provision to establish more for children and young people with most complex needs. There is a continued focus on step down fostering placements with option to pay retainers to secure provision.
- Rates for Child in Need, Child Protection and Children Looked After all reducing but continued oversight in event of surge
- Where our Children Live capital bid to Department for Education was successful and plans to implement developed
- Market Position Statement and Intermediate Care Review on work programme for Adult Social Care & Health Partnership Board
- Capital Board has now approved an investment pot for older people's services and a Service Level Agreement for facilities management, cleaning and catering services has been developed
- Meetings held with Clinical Commissioning Groups (CCG), Lancashire Teaching Hospitals Trust (LTHT) and Lancashire and South Cumbria Foundation Trust (LSCFT) to consider flexible use of Lancashire County Council's (LCC) beds to relieve pressures
- CCG / LCC progressing discussions to explore the "Bradford Model" and having internal discussions with Mental Health services to seek to expand the offer to Elderly Mental Ill/Dementia.
- Report to Corporate Management Team regarding longer term strategic development of services agreed
- Discussions in progress with Shared Lives Plus to potentially expand the offer
- Transformation of day services – current offer in Older People's Community Services and Disability services being reviewed
- Reviewing Shared Lives with a view to providing an expanded model / offer to different client groups
- Established an internal Supported Accommodation working group to improve the scale, and pace of delivery
- Dedicated work to consider how we can manage demand differently, including joint work with Customer Access Service to support people earlier in the process and signpost them to support available in their local communities

5.4.5 Opportunity: Strengths based working

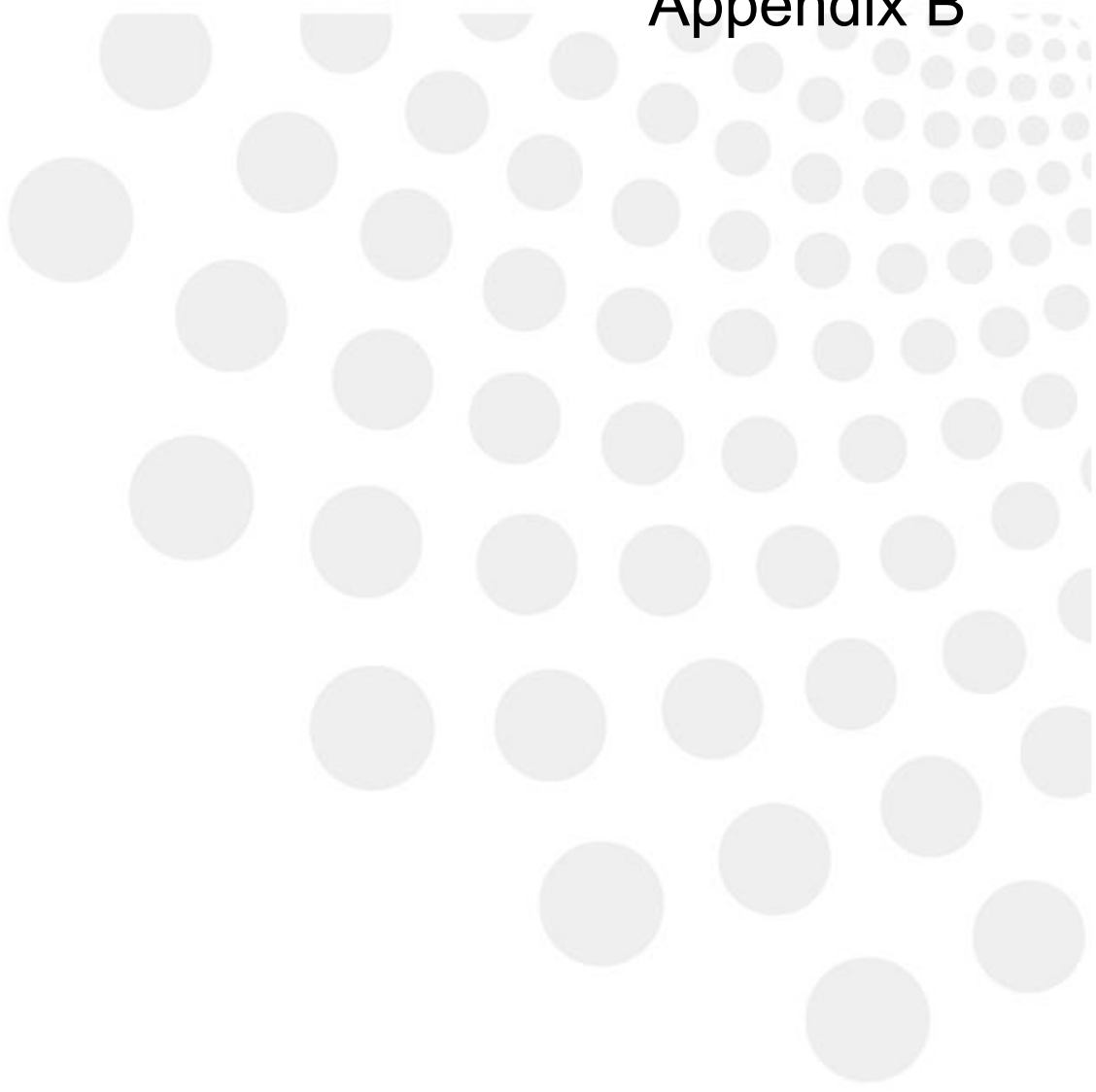
Opportunity ID: CO1 Title: Strengths Based Working (ASC)
Current Opp score: 15 Target Opp Score: 20

Key to Scores

	Outstanding	5	10	15	20	25
	MAJOR	4	8	12	16	20
	MODERATE	3	6	9	12	15
IMPACT	MINOR	2	4	6	8	10
	INSIGNIFICANT	1	2	3	4	5
		RARE	UNLIKELY	POSSIBLE	LIKELY	CERTAIN
			LIKELIHOOD			

Covid has been a catalyst for several positive changes to the way we work. The 'lessons learned' have provided a platform for future ways of working. We have made a significant number of changes that we will endeavour to maintain.

- Living Better Lives in Lancashire project will build on new ways of working
- Adult Social Care and Health Partnership Board continues to build on benefits of joint working



Corporate Performance Report

2021/22 – Quarter 4 – Data Tables

Please note that the Key Performance Indicators included in these tables are under review

Key for performance ratings:

On track/good	Slightly below desired level	Requires improvement
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Delivering Better Services

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Outturn	2021/22 Quarter 1 (April – June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Quarter 4 (Jan– Mar)	2021/22 Target
Number of working days per full time equivalent lost to sickness absence (rolling year data)	Quarterly	Resources	Low	Apr 2019 to March 2020 12.39 days per FTE	Apr 2020 to March 2021 10.76 days per FTE	April 2021 to March 2022 13.86 days per FTE	July 2020 to June 2021 10.98 days per FTE (12 month rolling at Quarter end)	October 2020 to September 2021 11.77 days per FTE (12 month rolling at Quarter end)	January 2021 to December 2021 12.68 days per FTE (12 month rolling at Quarter end)	April 2021 to March 2022 13.86 days per FTE (12 month rolling at Quarter end)	9.83 days per FTE (Target pending review, targets to be set for 2022/23)
Revenue forecast outturn	Quarterly	Resources	Low	0.22%	-2.28%		-0.59%	-1.87%	-2.66%	-3.39%	0%

% variance to budget											
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Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	Quarter 1 (April-June) 2021/22	Quarter 2 (July – Sep) 2021/22	Quarter 3 (Oct – Dec) 2021/22	Quarter 4 (Jan-March) 2021/22	2021/22 Target
Safety carriageway defects repaired within 4 hours (emergency)	Quarterly	Growth, Environment & Transport	High	92.63%	91.95%	88.10%	88.71%	93.02% (40 out of 43)	77.59% (45 out of 58)	95%
Safety carriageway defects repaired within 2 working days (urgent)	Quarterly	Growth, Environment & Transport	High	92.02%	86.79%	82.29%	85.42%	94.59% (210 out of 222)	84.49% (365 out of 432)	95%
Safety carriageway defects repaired within 5 working days (non-urgent)	Quarterly	Growth, Environment & Transport	High	86.06%	85.28%	79.2%	87.29%	90.59% (847 out of 935)	74.68% (929 out of 1,244)	90%
Safety carriageway defects repaired within 10 working days (non-urgent)	Quarterly	Growth, Environment & Transport	High	91.85%	86.10%	86.93%	91.33%	88.97% (3,793 out of 4,263)	79.96% (7,053 out of 8,821)	90%
Safety carriageway defects repaired within 20 working days (non-urgent)	Quarterly	Growth, Environment & Transport	High	94.29%	90.14%	95.42%	94.53%	93.99% (8,462 out of 9,003)	84.89% (7,818 out of 9,210)	90%

Percentage of Non-Traffic Management (NTM) lamp-out faults repaired within 5 working days	Quarterly	Growth, Environment & Transport	High	New measure starting from Q1 2020/21	91%	97%	97%	97% (1,772 out of 1,819)	99.5% (595 out of 598)	90% within 5 working days
Percentage of Traffic Management (TM) lamp-out faults repaired within 20 working days	Quarterly	Growth, Environment & Transport	High	New measure starting from Q1 2020/21	89%	100%	98%	92% (267 out of 289)	98.39% (122 out of 124)	90% within 20 working days

Protecting our environment

**The recycling % reported each quarter is based on forecast for full year*

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April-June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Quarter 4 (Jan– March)	2035 Target
Percentage of recycling, reuse and composted	Quarterly	Growth, Environment & Transport	High	45%	44.6%	45%	43%	43%	45%*	65% (target changed as previously an EU target. Government has suggested a potential national target of 65% by 2035)

Supporting Economic Growth

Performance Indicator	Frequency	Directorate	Good is	2020/21 Quarter 3 (October - December)	2020/21 Quarter 4 (Jan - March)	2021/22 Quarter 1 (April - June)	2021/22 Quarter 2 (July - Sep)	2021/22 Quarter 3 (Oct - Dec)	2021/22 Quarter 4 (Jan - March)	Project Targets
Number of Rosebud loans provided to new or existing businesses	Quarterly	Growth, Environment & Transport	On target	£300,000 1 investment	0	£569,000 3 investments	£75,000 1 investment	0 investment	£152,000 across 2 investments	5-year revised target is £8.77m (£11.25m) covering 57 (150) investments (July 2019 - June 2024)
Number of jobs created by Boost	Quarterly	Growth, Environment & Transport	On target	80.93 Target 100	42.05 Target 100	128.33 Target 100	50.83 Target 100	203.01 Target 50	0 Target 66	1,000 jobs target (Jan 2019 - Dec 2022) New Target Jan 22- June 23 is 681
New businesses established by Boost	Quarterly	Growth, Environment & Transport	On target	26 new businesses Target 20	40 new businesses Target 10	54 new businesses Target 5	38 new businesses Target 5	65 new businesses Target 5	2 new businesses Target 10	200 new businesses Jan 2019 - Dec 2022 New contract Jan 22- June 23 is 103

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Outturn	2021/22 Target
Percentage of young people in employment education or training (EET)	Quarterly	Education and Children's Services	High	93% (Dec 2019 – Feb 20 average)	93.8% (Dec 2020 – Feb 2021 average)	94.8% (Dec 2021 – Feb 2022 average)	94.7% (Dec 2020-Feb 2021 average)
Percentage of young people in education or training (EET) SEND pupils	Annual	Education and Children's Services	High	88.9% (Dec 2019 – Feb 20 average)	90.3% (Dec 2020-Feb 2021 average)	89.4% (Dec 2021 – Feb 2022 average)	86% (Dec 2020-Feb 2021 average)

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April –June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Quarter 4 (Jan– Mar)	2021/22 Target
Number of visits to libraries (annual cumulative indicator)	Quarterly	Education and Children's Services	High	3,486,877 (2019/20)	477,981 (2020/21)	265,139	393,140 658,279 (cumulative total)	440,628 1,099,525 (cumulative total)	480,175 1,579,700 (cumulative total)	1,400,000 Target reviewed Q2 2021/22 Previously 4,000,000

Number of PNET sessions (annual cumulative indicator)	Quarterly	Education and Children's Services	High	504,007 (2019/20)	55,646 (2020/21)	28,639	39,605 68,244 (cumulative total)	47,144 115,388 (cumulative total)	52,404 167,792 (cumulative total)	150,000 Target reviewed Q2. Target previously 621,000
Number of library events organised (annual cumulative indicator)	Quarterly	Education and Children's Services	High	11,718 (2019/20)	205 (2020/21)	48	103 151 (cumulative total)	2,585 2,736 (cumulative total)	5,001 7,737 (cumulative total)	1,000 Target reviewed Q2 Target previously 8,400
Number of e-downloads (annual cumulative indicator)	Quarterly	Education and Children's Services	High	353,007 (2019/20)	930,301 (2020/21)	242,993	228,301 471,294 (cumulative total)	248,729 720,023 (cumulative total)	267,402 987,425 (cumulative total)	800,000 Target reviewed Q2 Target previously 293,908
Number of volunteers in libraries	Quarterly	Education and Children's Services	High	677 (2019/20)	167 (2020/21)	143	78	310	343	250 Target reviewed Q2 Target previously 600

Caring for the vulnerable

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April-June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct – Dec)	2021/22 Quarter 4 (Jan – Mar)	2021/22 Target
Percentage of children and young people who received targeted early help support from Children and Families Wellbeing service which successfully met their identified needs	Quarterly	Education and Children's Services	High	65.5%	64%	71%	70%	71%	66%	66%
Percentage of Lancashire Looked After Children actually living in Lancashire	Quarterly	Education and Children's Services	High	79.9% March 2020	80.0% March 2021	81.2% June 21	81.7% September 2021	81.3% December 2021	78% (March 22)	80%

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April-June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Quarter 4 (Jan– Mar)	2021/22 Target
Percentage of adults and older people whose desired safeguarding outcomes are fully met	Quarterly	Adults Services and Health and Wellbeing	High	63.0%	65.4%	65.9%	66.9%	61.4%	59.6%	70.0%
Percentage of Care Homes in Lancashire rated as Good or Outstanding – all Care Home provision (LCC and non-LCC maintained)	Quarterly	Adults Services and Health and Wellbeing	High	84.8%	83.9%	81.8%	80.1%	80.1%	80.6%	83.5%
Percentage of care providers in the community rated as Good or Outstanding - all Community Based provision (LCC and non-LCC maintained)	Quarterly	Adults Services and Health and Wellbeing	High	94.2%	95.6%	95.3%	96.0%	94.7%	96.0%	96.0%
Percentage of adults with learning disabilities in employment	Quarterly	Adults Services and Health and Wellbeing	High	2.02%	2.3%	1.9%	2.1%	1.9%	2.1%	3.1%

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April – June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Quarter 4 (Jan– Mar)	2021/22 Target
Percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	Quarterly	Adults Services and Health and Wellbeing	High	84.3%	81.6%	86.7%	85.2%	87.4%	87.8%	87.4%
Proportion of adults with learning disabilities who live in their own home	Quarterly	Adults Services and Health and Wellbeing	High	82.1%	83.0%	81.1%	90.9%	89.6%	82.4%	86%
Proportion of adults and older people receiving long term services who are supported in the community	Quarterly	Adults Services and Health and Wellbeing	High	69.7%	72.3%	71.5%	71.7%	71.8%	69.5%	72%
Permanent admissions to residential and nursing care homes per 100,000 population aged 18-64 during the year	Quarterly	Adults Services and Health and Wellbeing	Low	15.2	12.2	13.3	13.3	16.9	16.3	13.6

Permanent admissions to residential and nursing care homes per 100,000 population aged 65+ during the year	Quarterly	Adults Services and Health and Wellbeing	Low	672.6	482.2	589.6	662.2	736.2	692.0	600-680
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Report to the Cabinet

Meeting to be held on Thursday, 9 June 2022

Report of the Chief Executive and Director of Resources**Part I**Electoral Division affected:
(All Divisions);**Corporate Priorities:**
Delivering better services;**The County Council's Financial Position - 2021/22 Outturn**

(Appendix 'A' refers)

Contact for further information:

Angie Ridgwell, Tel: (01772) 536260, Chief Executive and Director of Resources,
angie.ridgwell@lancashire.gov.uk**Brief Summary**

This report provides details for Cabinet on the county council's 2021/22 revenue and capital outturn position.

The 2021/22 revenue position at the end of the year is net expenditure of £851.490m, against an approved budget of £881.413m, which represents an in-year underspend of £29.923m or 3.39% of the revenue budget.

This has been another exceptional year due to the pandemic, with a significant number of different grants received from the government at various points through the year to support additional activity and costs to support local communities as well as reduced service income in some areas and delayed savings delivery. The grants relate to one off non-recurrent funding with the majority expected to have been spent by 31 March 2022 or specified earlier points. One Public Health COVID-19 grant, the Contain Outbreak Management Fund, is being carried forward into 2022/23 to support any additional work on containing any future outbreaks and any eligible expenditure which is required in the new financial year. It is recognised that whilst general restrictions due to the pandemic have now been relaxed for the general public, the impact of COVID-19, and the further variants such as Omicron, will continue to have an effect on the demand for services, particularly social care. We are anticipating some ongoing impacts on the medium-term financial strategy from this as well as the from the general cost of living pressures and the fair cost of adult social care review requirements from central government.

A further significant factor is in relation to savings delivery, as in the region of c£15m of agreed 2021/22 savings must now be delivered in 2022/23, in addition to savings that have already been agreed to be delivered in future years as part of their agreed profile, with the total value of agreed savings to be delivered by 2024/25 being c£41m.

The agreed capital delivery programme for 2021/22 totalled £170.563m with a final outturn position of £164.124m, a variance against planned delivery in the year of £6.439m.

Recommendation

Cabinet is asked to:

- (i) Note the council's final revenue and capital outturn position for 2021/22; and
- (ii) Approve the transfer of the 2021/22 revenue underspend to the transitional reserve.

Detail

The detailed report at Appendix 'A' presents the county council's financial position as at 31 March 2022.

2021/22 was again affected by the COVID-19 pandemic driving a range of unforeseen service demands and issues. Consequently, the county council's financial strategy evolved over the course of the year in response to the emerging situation and in recognition of the expected legacy issues. The residual effects of COVID-19 and potential subsequent variants continues to present a significant level of uncertainty along with the rising cost of living and lack of a longer-term financial settlement for local government. Cost of Care reforms and rising inflation, are all anticipated to have an impact on the council's financial position, this will be subject to regular monitoring and scrutiny.

The report includes the Chief Executive and Director of Resources (Section 151 Officer) conclusion on the county council's financial standing at the end of the year.

Implications:

This item has the following implications, as indicated:

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.

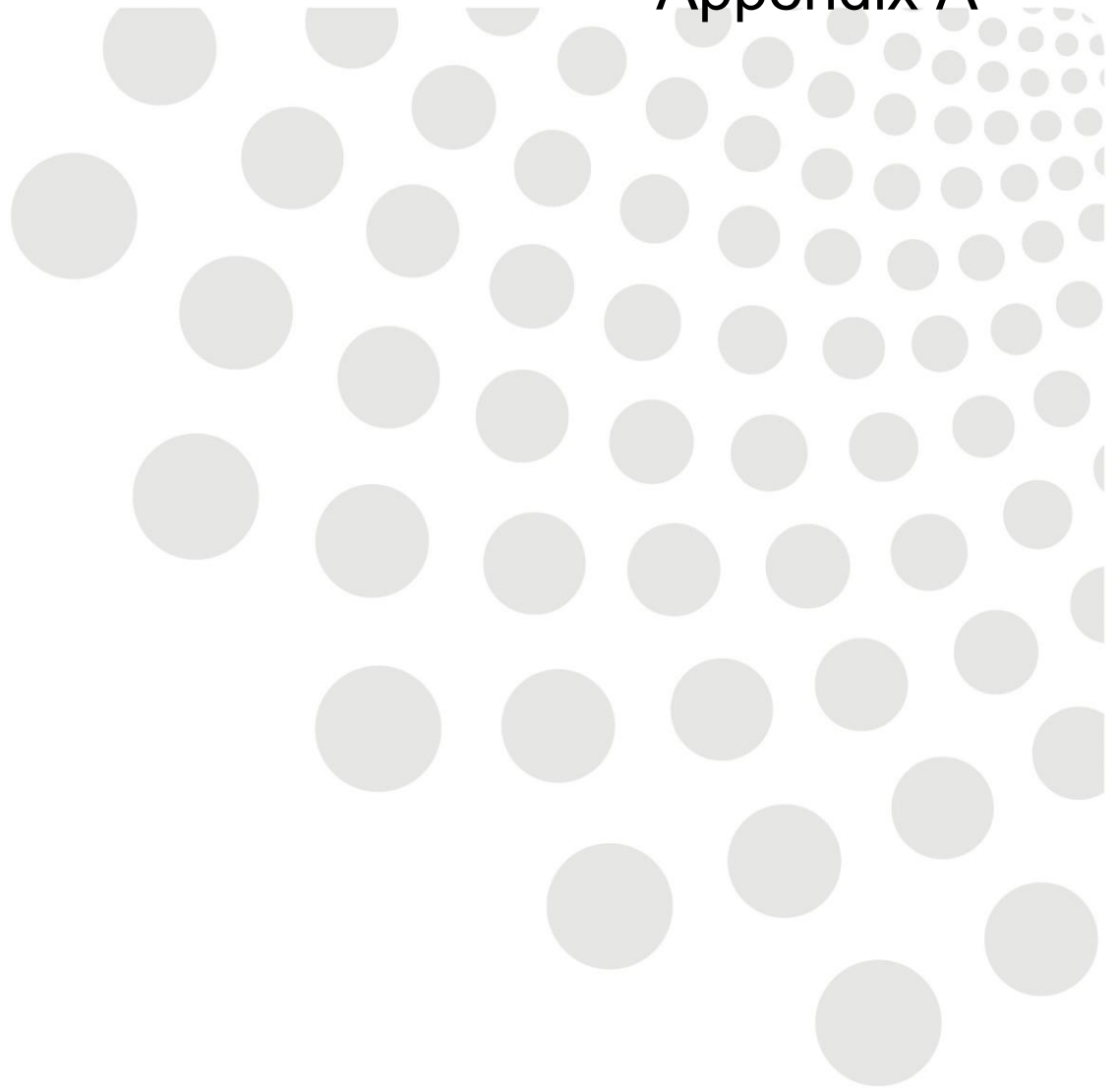
List of Background Papers

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 and
Capital Financial Position
2021/22 Outturn

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Executive Summary

This report provides details for Cabinet on the County Council's 2021/22 revenue and capital outturn position.

2021/22 Revenue Budget

The report outlines the final revenue outturn position whilst also providing a comparison to the last reported position at Quarter 3. The final position at the end of the year is net expenditure of £851.490m, against an approved budget of £881.413m, which represents an in-year underspend of £29.923m or 3.39% of the net revenue budget

The most significant areas of over and underspend in 2021/22 are as follows:

- Adult Services - **£13.013m underspend** primarily as a result of lower than anticipated demand in some service areas due to the ongoing effects of the pandemic and additional income received from Health agreed contributions to complex packages of care and Covid-19 grants.
- Highways and Transport - **£7.890m overspend** due to income pressures from fixed penalty notices, a revenue contribution to Capital for structural defects and some delayed savings delivery.
- Strategy and Performance – **£7.515m overspend** due primarily to reduced income in the school catering service of £2.861m and the remaining £4.972m relates to early repayment of the Salix long-term loan for converting street lights to LED which will mitigate future pressures and result in revenue savings from 2023/24
- Treasury Management - **£13.500m underspend** principally due to the sale of gilts and bonds.
- Education and Children's services - **£4.384m underspend** due to a reduction in the numbers of children entering care.
- Corporate Budget (Funding and Grants) - **£1.873m overspend** largely due to an additional contribution to the insurance provision.

2021/22 Revenue Reserves

The budget report to Full Council in February 2022 indicated that there would be sufficient funds remaining in reserves to support the budget beyond the MTFs period ending 2024/25.

At the end of the financial year, a combination of the revenue underspend and reduced expenditure from reserves has led to an improved position with £215.777m being available in the transitional reserve at the end of 2021/22 for future years; a positive variance of £4.027m, although a proportion of the increase is supporting future year commitments. With commitments of £37.317m forecast

over the next 3 years, including the £18.840m agreed to support the 2022/23 budget, £178.460m is available to support the financial gap in 2022/23 and the full period of the current MTFS.

While the council's reserve position remains healthy, there is clearly significant uncertainty around the ongoing impact and legacy of the pandemic including the anticipated increased future demand for a number of services such as social care. Further uncertainty remains around the likely implementation of the Fair Funding Review and Business Rate retention changes, the adult social charging changes coming in from October 2023, and the ongoing pressure on social care provider fees including the fair cost of care exercise that needs to be completed by October 2022.

There are also additional uncertainties regarding the financial impact of rising inflation, the current cost of living pressures on energy costs, fuel and foodstuffs and the ongoing negotiations on the local government pay award for 2022.23 and beyond.

All of these areas will remain under detailed review and the financial impact reported to Cabinet during the year.

We also still await confirmation of when the long-awaited large-scale funding changes (fair funding/business rates retention/baseline reset) are going to be implemented from with the possibility of their further delay beyond 2023/24.

2021/22 Capital Programme

The capital delivery programme for 2021/22 totalled £170.563m with the programme delivering an outturn position of £164.124m, resulting in a variance against budget of £6.439m.

The variance is due to the following:

- | | |
|---|-----------|
| • Net underspends and potential underspends | -£2.242m |
| • Net overspends and potential overspends | £8.189m |
| • Slipped Delivery | -£43.414m |
| • Additional Delivery | £31.028m |

The slipped delivery is a mixture of financial delays e.g., for retention amounts where the project is complete; delays due to changes to the work programmed and resources deployed to additional delivery and delays due to adverse conditions for the delivery.

During the first 3 months of this financial year a comprehensive review of the delivery programme for 2022/23 is being undertaken in light of the outturn position. Any proposed changes to the 2022/23 delivery programme will be reported back to Cabinet as part of the regular money matters reports.

Section A - The 2021/22 Revenue Budget

1. Executive Summary

This section of the report provides an update for Cabinet on the County Council's 2021/22 revenue financial position and contains a comparison to the previously reported financial position as at Quarter 3.

The final revenue outturn position whilst also providing a comparison to the last reported position at Quarter 3. The final position at the end of the year is net expenditure of £851.490m, against an approved budget of £881.413m, which represents an in-year underspend of £29.923m or 3.39% of the revenue budget. The largest contributing element to the overall underspend was the continued strong performance on Treasury Management with a surplus of £13.5m generated, but it is clear that thereafter the most significant single factor affecting both service and financial performance this year has again been the pandemic. Whilst there have been a number of service areas experiencing financial pressures due to the impact of Covid-19, there are also offsetting short-term cost reductions resulting from factors including lower than anticipated demand for some services and remote working in line with Government guidance. We anticipate a drift back up in demand as a new normal settles post Covid-19 in 2022/23, particularly across adults and children's services.

Delivery of the savings programme continues to be a key risk area and the savings plans have been subject to review as part of the budget monitoring process throughout 2021/22, however due to the ongoing pandemic there have been some delays in achievement of planned savings and this has been offset by Covid-19 grants. Updates will continue to be provided to Cabinet through the money matters reports on a quarterly basis.

The impact of the pandemic has introduced greater uncertainty on both our future costs, given anticipated increasing demand, and funding levels with uncertainty increasing as to the likelihood of a longer-term financial settlement for local government during 2022/23. We will continue to monitor the impacts via our regular monitoring activity updating our forecast outturn and the MTFS as information and guidance changes. We will report this via CMT and in the regular Money Matters updates.

2. Revenue Budget Outturn 2021/22 Summary Table

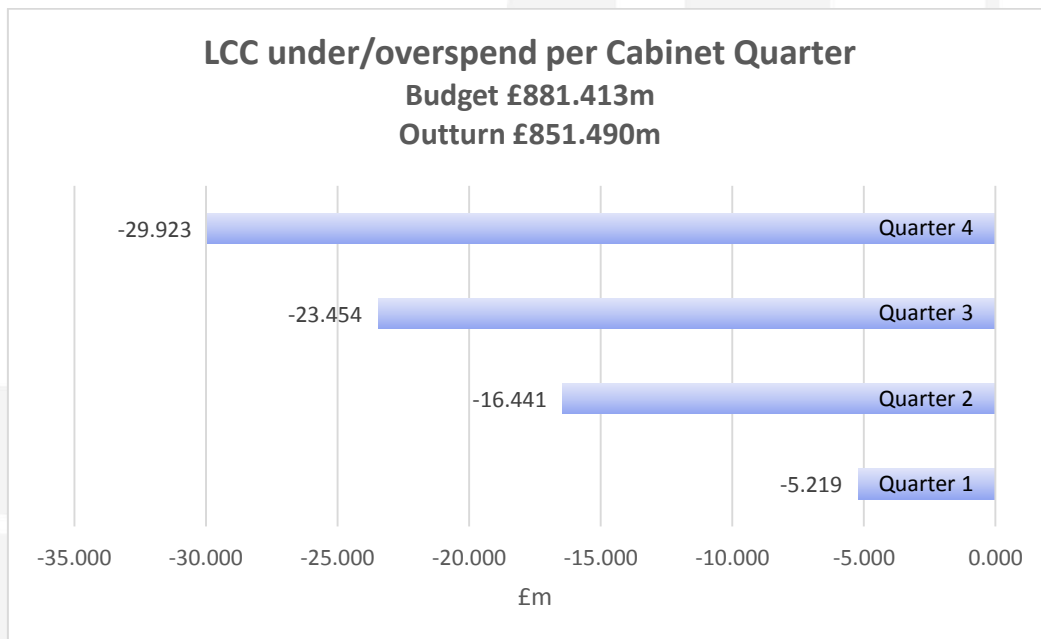
Service Area	Approved Net Budget	Net Outturn	Net Outturn Variance	Net Outturn Variance	Q3 Variance
	£m	£m	£m	%	£m
Adults	388.736	375.723	-13.013	-3.35%	-4.770
Policy, Information, Commissioning And Safeguarding	7.824	7.942	0.118	1.51%	0.028
Public Health & Wellbeing	-4.405	-5.039	-0.634	-14.39%	-0.447
Education and Children's Services	218.181	213.797	-4.384	-2.01%	-6.441
Growth, Environment & Planning	6.699	5.603	-1.096	-16.36%	-0.890
Highways and Transport	71.403	79.293	7.890	11.05%	6.726
Organisational Development	1.947	1.732	-0.215	-11.04%	-0.054
Waste Mgt	70.121	66.928	-3.193	-4.55%	-2.425
Finance	18.052	16.858	-1.194	-6.61%	-0.745
Corporate Services	21.890	20.866	-1.024	-4.68%	-0.164
Strategy and Performance	31.629	39.144	7.515	23.76%	1.305
Digital Services	31.969	27.100	-4.869	-15.23%	-2.075
Chief Executive Services	17.367	1.543	-15.824	-91.12%	-13.502
TOTAL	881.413	851.490	-29.923	-3.39%	-23.454

The above table details the breakdown across services of the final outturn position for 2021/22. The underspend has increased by £6.468m compared to the position reported to Cabinet as at quarter 3 but is in line with the forecast included within the 2022/23 budget report in February 2022.

The most significant areas of change compared to the forecast presented to Cabinet at Quarter 3 are:

- Additional income received to contain the Covid-19 outbreak being utilised
- Reduction in the year end calculation on bad debt provision.
- Increased income regarding contributions from Health on complex care packages along with higher than anticipated clawbacks of Direct Payments linked to the pandemic.

The graph below shows how the variances have developed over quarterly Cabinet reporting during the financial year:



3. Revenue Budget Outturn Detailed Analysis

3.1 Adult Services

	Approved Net Budget £m	Outturn Net Expenditure £m	Outturn Overspend/ (Underspend) £m	Outturn Variance %	Quarter 3 Overspend/ (Underspend) £m	Movement Q3 to Outturn £m
Disability (Adults)	1.939	0.991	-0.948	-48.89%	-0.081	-0.867
Learning Disabilities, Autism & Mental Health	176.363	179.294	2.931	1.66%	4.282	-1.351
Residential and Day Care Services for Older People	0.255	4.057	3.802	1490.98%	4.102	-0.300
Social Care Services (Adults)	197.696	191.381	-6.315	-3.19%	-0.590	-5.725
Total	376.253	375.723	-0.530	-0.14%	7.713	-8.243
Share of unallocated Covid-19 emergency monies	12.483	-	-12.483	-	-12.483	0.000
TOTAL ADULTS	388.736	375.723	-13.013	-3.35%	-4.770	-8.243

The section below on Adult Social Care Services covers performance against the following key financial areas: -

1. Actual Outturn Net Expenditure position compared to the Approved Net Budget for 2021/22.
2. Comparison of the Outturn position to the Forecasted Outturn position reported at Quarter 3.
3. Budget Savings Update as at 31/03/2022.

The total budget for Adult Services is net expenditure of £376.253m. The outturn (actual net expenditure) as at 31/03/2022 is £375.723m resulting in a small underspend of £0.530m and equating to just 0.14% of the total budget. As at the 3rd Quarter the forecasted outturn for Adult Services was an overspend of £7.713m which means the forecasted outturn reduced by £8.243m. The underspend for the Directorate does mask underlying budget challenges already included within the budget. These includes some unachieved budget savings from previous years that have not been progressed due to the pandemic.

It is also important to highlight that the year-end financial position includes a significant one-off contribution from the Emergency Covid-19 Funding grant of £12.483m (below the line). This adjusts the underspend from £0.530m to £13.013m for 2021/22 only.

The most significant factors contributing to the movement of £8.243m since November (Q3) are as follows: -

- Reduced cost of providing Home Care Services £3.5m
- Reduced contribution to the year-end adjustment to the Provision for Bad Debts £1.5m
- Further reduced expenditure via Direct Payments due to service users' lower level of spend on non-critical services
- Impact of Omicron COVID variant occurring in the final quarter of the year

The big issues that will pose the greatest financial risk for the service in maintaining this balanced budget position are historic service demand volatility (now also exacerbated by the pandemic) and increased levels of price inflation. These are driven partly by the resourcing challenge in the care sector, partly general economic inflation over and above the Government's target of 2% and partly due to the potential impact of the Fair Cost of Care.

Adult Services – Summary of Budget Savings Targets Outturn 2021/22

As previously reported, the focus on service delivery during 2020 and 2021 has significantly hindered the progress of service re-engineering projects required to meet the approved budget savings already factored into the Directorate's budget. That said, activity to improve the level of receipts from the NHS for Joint Funded packages of care has been able to continue exceeding its target by £2.8m and therefore it is helping to off-set the impact of delayed savings in 2021/22.

Uncommitted Direct Payments have increased this year as service users have not been able, or reluctant, to buy into some services that have been temporarily closed for periods or require social distancing. This has reduced expenditure by an additional £9.6m over the baseline during the year which also reduces the impact of delayed budget savings.

The total of savings targets incorporated across all Adult Services budgets and outstanding as at 2021/22 was £26.806m. The full year effect of savings achieved in 2021/22 totalled (£4.685m) equating to 17.5%. This leaves a balance of £17.974m currently factored into the base budget for 2022/23 that is outstanding. The outstanding amount will be either achieved in 2022/23 or re-profiled into future years. This also includes step-up savings for future years of £4.147m.

In 2022/23 an adjustment of £8.5m has been included in the budget for one year only to reflect a later profile of delivery whilst the directorate returns to business as usual.

Actual Outturn Net Expenditure Comparison to Budget and Forecasted at Quarter 3

The most significant variances within the directorate are as follows: -

Disability Care Service (Adults) – Underspend £0.948m

These services are predominantly delivered to adults aged 18 to 65 yrs. The great majority of people using these services have learning disabilities, often in

combination with physical disability or complex health conditions. The services delivered include Short Break services, Supported living, Day Services, Enablement, Employment Support and Shared Lives.

The outturn position for the Disability Service has improved by £0.867m since Q3. The improvement has been concentrated in Day Services (£0.190m improvement), the Short Breaks Service (£0.233m improvement) and Home Care Service (£0.336m improvement). The year-end position also includes a net improvement across the rest of the service of £0.108m. In the main, the movement from Q3 is the result of the continuing impact of Covid-19 on the volume of attendances in the Day and Short Break Services and the impact of the Omicron variant in the final quarter of the year. This has also led to reduced staffing and travel costs.

The primary pressure on the Service continues to be the Home Care Service with a £0.735m overspend, although it should be noted that previously agreed savings of £1.906m (Remodelling In-House services £1.566m and the shortfall on the LCFT savings target £0.340m) have been delivered via a range of service developments and modernisation, albeit not necessarily as initially planned.

Learning Disability, Autism & Mental Health – Overspend £2.931m

Learning Disability and Autism Social Work Service

This service comprises teams of social workers and other staff working to assess individual needs, and then plan and commission appropriate support from a wide range of organisations including the council's in-house service, voluntary organisations and private companies

The learning disability and autism service has overspent by £4.418m offset by staffing underspends of £226,810 resulting in a net outturn position of an overspend of £4.282m.

Commissioned services have reported an overspend of £5.069m due to price and demand fluctuations. Home Care pressures of £3.245 relate to previous years recurrent growth. There is an overspend on Direct Payments of £1.393m and an underspend position of £882,353 on Day Care services. Residential services have declared an overspend position of £1.559m which relates to a provision for an Ordinary Residency case. For Nursing Care an underspend of £246,624 is declared due to declining service user numbers. It should be noted there are increasing price pressures for all care services.

Mental Health Service

The Mental Health Service has underspent by £1.260m, predominantly due to staffing underspends of £1.271mm. Commissioned services (e.g., Residential Care, Home Care etc) have a net overspend of £11,000 which is due to demand pressures offset by community-based service underspends.

Residential and Day Care Services for Older People – overspend £3.801m

The service operates with a gross expenditure budget of £23.918m and has an income target of £23.663m resulting in a net budget of £0.255m.

With regard to employee costs, the service has experienced staffing and agency pressures as a result of the Covid-19 pandemic. Despite the use of the auxiliary workforce which also included the use of redirected Day Centre staff and volunteers, the service has had to call on a high level of agency workers to cover for sickness absence. This has resulted in an overspend of £1.062m. There has also been an overspend on internal charges such as cleaning and catering of £477,000. This budget pressure has been corrected for 2022/23.

The other main area of overspend relates to the loss of income, from both LCC funded and self-funding clients. There was an under-recovery on income for Residential Service Users of £2.272m. £1.269m of this relates to LCC service users which means there is a corresponding underspend against the Social Care Services (Adults) residential budget.

The service is still experiencing a Covid-19 related pressure due to a reduction in residential occupancy which has been reduced from a maximum occupancy level of circa. 604 to an average of circa. 458 residents.

As already stated, the in-house services, in particular services for Older People, but also services for those with a Disability have been significantly impacted upon by covid affecting staff teams and a requirement for additional staffing. It is anticipated that this will continue until the autumn as the impact upon staffing remains a significant challenge in terms of "recovery" and ensuring capacity as the vacancy rates are double that pre pandemic resulting in increased use of agency staffing and associated costs. The plan is to move the services onto a "block" contract and maximise the use of capacity, including piloting an expanded approach to intermediate tier provision for those mental health related needs.

Social Care Services (Adults) – Underspend £6.315m

	Approved Net Budget	Outturn Net Expenditure	Outturn Overspend/ (Underspend)	Outturn Variance	Quarter 3 Overspend/ (Underspend)	Movement Q3 to Outturn
	£m	£m	£m	%	£m	£m
Physical Support	182.798	178.463	-4.335	-2.37%	0.118	-4.453
Staffing	19.229	19.045	-0.184	-0.96%	-0.187	0.003
Prevention	4.352	3.313	-1.038	-23.85%	-0.413	-0.625
Central Services	-8.683	-9.441	-0.758	8.73%	-0.108	-0.650
Total	197.696	191.381	-6.315	-3.19%	-0.590	-5.725

Physical support – underspend of £4.335m

Residential and Nursing long term packages have increased this year after a reducing during 2020/21 but still remain below pre-pandemic levels. This does not tell the full picture as spend on Discharge to Assess packages to facilitate hospital discharge has continued with expenditure reaching almost £10m in total. Home Care costs increased during the first part of the year before decreasing towards the end of the year.

Service user income includes movements in the Provision for Bad Debts and Bad Debt write-offs. The outturn for 2021/22 has reduced by £5.441m compared with 2020/21 mainly due to a change in our Bad Debt Policy, the provision no longer includes certain categories of debt such as those with an agreed repayment arrangement or a Property Charge. There was an initial benefit in Q1 as these repayment categories were removed from the provision. The level of provision has continued to decrease during the year as more debt has been transferred to repayment plans, and particularly in Q4 leading to a favourable variance against Q3 forecast of around £1.2m across all services.

Covid-19 grants received by the council have been distributed to providers including LCC in house services:

- Infection Control and Testing Fund - £26.250m
- Workforce Recruitment and Retention Fund - £10.634m
- Omicron Support Fund – £1.379m

Residential and Nursing Care - Underspend £5.332m

Residential Care	£1.203m
Nursing Care	£4.129m
TOTAL	£5.332m

The outturn for Residential Care is an underspend of £1.203m (Q3 forecast underspend £1.292m). The main variances are as below:

- There are budget pressures brought forward from previous years due to delayed savings delivery. These pressures have been relieved to some extent by the reduced number of long-term placements which has continued from 2020/21. Expenditure is higher than budgeted overall however, as the outturn includes expenditure of £6.777m in relation to Discharge to Assess (D2A) packages with corresponding income of £1.956m.
- The outturn for service user income is significantly higher than budgeted and includes a one-off benefit of c£1.8m due to a change in bad debt policy in Q1. There have been further reductions during the year, and particularly in Q4, as a result of repayment plans being agreed.

The outturn for Nursing Care is an underspend of £4.129m (Q3 forecast underspend £4.578m).

- Nursing Care was significantly below budget in 2020/21 due to lower than budgeted demand pressures. Numbers have increased during 2021/22 but are still at a lower level than before the pandemic.
- As with Residential Care, the forecast includes expenditure on Discharge to Assess packages and associated enhanced discharge funding.
- The outturn for service user income has increased this quarter due to bills raised in respect of previous periods.
- The service user income forecast for Q1 included a one-off benefit of c£700,000 due to a change in our Bad Debt Policy, with further reductions during the year and particularly in Q4.

Non-Residential Care – Overspend £2.660m

The outturn for Home Care is an overspend of £5.094m as per the information below (Q3 forecast overspend £8.535m):

- There are budget pressures brought forward from previous years due to delayed savings delivery.
- There was a significant growth in service user numbers during the last quarter of 2020/21 and this continued into the earlier part of the current year, however, spend has reduced again over the winter months. The outturn is significantly lower than the Q3 forecast, which included an element of growth which did not materialise.
- Service User income had a one-off benefit from the change in our Bad Debt Policy by around £420,000 in Q1. In addition, bad debt provision and write-offs have reduced during the year with a substantial drop in Q4.
- There are additional cost pressures due to the current difficulties in sourcing Home Care from Framework providers, which has resulted in an increase in off-framework packages at higher rates.

This budget area also includes Crisis Support with spend totalling £5.934m for the year. Spend is largely funded from Better Care Fund (BCF) and iBCF Winter Pressures funding, as well as Enhanced Discharge funding as part of the Winter Plan.

Direct Payments – Underspend £2.434m

The outturn for Direct Payments is an underspend of £2.434m (Q3 forecast underspend £1.098m). The Direct Payments budget is also experiencing pressures brought forward from the previous year.

These pressures have been offset by an extremely large increase in uncommitted Direct Payments which are returned to the council due to self-isolation and/or suspension of services during the Pandemic. Returned Direct Payments for Older people and Service Users with a Physical Disability totalled £8.626m. This is an increase of £939,000 compared with Q3 forecast and an increase of £4.268m compared with 2020/21.

As above, Service User income benefited from the change in our Bad Debt Policy by circa. £260,000 in Q1.

Day Care – Underspend £1.621m

Services at both In-House and external Day Care Centres have been restricted due to Covid-19, with those centres remaining open having a significantly reduced capacity. The underspend mainly relates to In-House services with a corresponding overspend in the Residential and Day Care Services for Older People service.

Staffing Costs - Underspend of £0.184m

Gross spend on staff and agency costs amounts to around £27m with some of the spend funded from the Better Care Fund (BCF) and iBCF (including winter

pressures funding) as well as Health funding for specific posts. This budget area also includes spend on other related staff costs such as car allowances and travel costs. There has been a substantial increase in agency costs this year, in terms of staff numbers and hourly rates. Funding from the Contain Outbreak Management Fund (COMF) and COVID Workforce grants has been applied to cover additional pandemic related pressures experienced by the service.

Prevention – Underspend £1.038m

The total net budget for preventative services including reablement and for equipment and carer's services, is £4.352m and mainly funded by the Better Care Fund (BCF) and iBCF.

The major area of underspend was the Carer's Service, with an underspend of £0.596m across both Carer's Direct Payments (£0.308m underspent) and the Carer's Core Contract (£0.283m underspent).

Central Services - Underspend of £0.758m

This section of the budget contains budgets that support the directorate such as grant income, insurance recharges and a small amount of support contracts. The underspend largely relates to unapplied grant balances which off-set expenditure across the whole of Adult Social care services.

3.2 Public Health and Wellbeing – Underspend £0.634m

Public Health & Wellbeing	Approved Net Budget £m	Outturn Net Expenditure £m	Outturn Overspend/ (Underspend) £m	Outturn Variance %
Public Health & Wellbeing	-67.320	-67.564	-0.244	-0.36%
Health Equity Welfare & Partnerships	58.296	58.641	0.345	0.59%
Health, Safety & Resilience	0.985	0.173	-0.812	-82.44%
Trading Standards & Scientific Services	3.494	3.711	0.217	6.21%
Total	-4.546	-5.039	-0.494	-10.87%
Share of unallocated Covid-19 emergency monies	0.140	0.000	-0.140	-100.00%
Total Public Health & Wellbeing	-4.405	-5.039	-0.634	-14.39%

Overall Public Health Summary

The total budget for Public Health & Wellbeing Services in 2021/22 is a net Income Budget of (£4.545m) as it includes the ring-fenced Public Health Grant of £70.243m. The overall Directorate forecasted outturn position to 31st March 2022 is an underspend of £0.494m. The allocation of £0.140m from the Covid-19

Emergency Grant monies below the line and shown in the table above (highlighted in yellow) increases this underspend to £0.634m.

The equivalent position at Quarter 3 was an underspend of £0.447m (after the allocation of the Covid-19 grant monies) meaning the overall financial performance of the Directorate has moved by the non-material amount of £0.187m. The movement of £0.187m has been brought about by an underspend of £0.245m in Public Health and Wellbeing offset by an increase in overspend in Trading Standards and Scientific Support of £0.104m.

Public Health and Wellbeing

The year-end Public Health and Wellbeing budget shows a net income position greater than the budget and is therefore underspent. The Contained Outbreak Management Fund (COMF) has been used to pay for all employee costs. The Cost Centre usually ends the year with a breakeven balance as all unspent Public Health Grant is transferred into the reserve, however SMART Community Testing Grant has been received in 2021/22 which has resulted in an underspend for this year. The balances on the PH Grant Reserve are detailed later in this report.

Health Equity, Welfare & Partnerships

Although an overall overspend is reported for the service, it should be noted that this includes a contribution to the Public Health Grant Reserve for areas within the Directorate that are underspending by £4.696m including £1.432m of costs funded by COMF grant. As above, unspent Public Health Grant is transferred to the specific earmarked reserve to be reinvested in Public Health services in future years.

The costs that have not been transferred to reserves and are presented as an overspend (£0.345m) are service areas not funded from the Public Health (PH) Grant and Covid-19 costs funded by the Emergency Covid-19 grant allocated to the Directorate below the line in the table above. The Welfare Rights Service budget has overspent by £0.185m due to a historic budget pressure; this has been corrected for 2022/23.

Despite the level of underspend in 2021/22, the current high rates of inflation will have a material impact on the cost of commissioned services and also internal costs from 2022/23. This could put significant pressure on the budget when inflation is circa. 9% and the increase in Public Health Grant is less than 1%.

Health, Safety & Resilience

The outturn position for 2021/22 is an underspend of £0.812m. A decision has been made to attribute £0.482m staffing costs to the Contain Outbreak Management Fund (COMF) which has increased the underspend.

Trading Standards & Scientific Services

Trading Standards & Scientific Services year end position is an overspend of £0.217m (Trading Standards Underspend of £0.027m offset by Scientific Support Overspend of £0.244m). The Standards & Scientific Services budget contains

historic budget pressures that have evolved over time which have caused the variations above in Environmental Testing and Closed Landfill Sites.

A base budget review is being undertaken and will make recommendations on what budget adjustments are required to resolve the matter.

Public Health Reserve

As Public Health Grant is a ring-fenced grant, any underspend of budget funded via the grant is paid into the Public Health Grant Reserves to be rolled forward into future years for one-off investments. The amount transferred into the reserve in 2021/22 has increased in comparison to previous years due to the charging of core Public Health expenditure to the COMF grant and the impact of Covid-19.

The balance on the reserve provides the service with an opportunity to fund implementation and investment costs of service development and transformation and risk manage potential budgetary pressures, albeit on a temporary basis, providing extended time to balance out service demand and affordability.

Public Health Grant Reserve (Earmarked) as at 31/03/2022

	£m	Note
Opening Balance as at 01/04/2021	-8.693	
Contributions in during 2021/22	-7.597	Underspent and uncommitted grant paid into Reserve
Transfer Out of PH Grant Reserve	0.100	Transfer of £100k to fund Best Start in Life Scheme in 2022/23
Transfer Out of PH Grant Reserve	0.100	Transfer of £100k to fund Social Isolation Initiative in 2022/23
Closing Balance as at 31/03/2022	-16.090	

Please note that the level of reserves available for drawdown (uncommitted) in 2022/23 is less than the balance as at 31/03/2022 as there are already several significant anticipated commitments such as previous contract variations during the interim period to re-tendering.

Contained Outbreak Management Fund (COMF) and Test and Trace Reserve

The table below provides a financial summary of the grant received from 2020/21. As far as Central Government is concerned the two grants are now combined so the closing balance as at 31/03/2022 is £25.8m with estimated commitments for 2022/23 identified to date of £16.980m. Therefore, the current uncommitted balance is estimated to be circa. £8.8m dependent on progress with various projects. This balance is being updated on a continual basis as investments are brought forward to invest in Public Health interventions that meet the grant guidelines.

Examples of the committed spend in 2022/23 (£16.980m) include Employee Costs, Public Health transformational projects, purchasing test kits, investing in

educational material and spend across other Directorates such as additional employee resources in Adult Social Care and support for Special Educational Needs (SEN) catching up missed education.

Financial Summary and Draft Forecast COMF (incl. Test and Trace)

		COMF	Test and Trace	TOTAL
		£	£	£
2020/21	Received in 2020/21	-24,221,723	-6,367,420	-30,589,143
	Expenditure in 2020/21	-	1,320,733	1,320,733
2021/22	Opening Balance as at 01/04/2021	-24,221,723	-5,046,687	-29,268,410
	Received in Year 2021/22	-6,708,124	-	-6,708,124
	Total Grant Available	-30,929,847	5,046,687	35,976,534
	Grant Cost Centre Actual Spend 2021/22	2,382,616	1,387,336	3,769,952
	Directorates Actual Spend 2021/22	6,407,147	-	6,407,147
	Total Actual Spend 2021/22	8,789,763	1,387,336	10,177,099
	Closing Balance as at 31/03/2022	-22,140,084	-3,659,351	-25,799,435
2022/23	<i>Less Draft Estimated Commitments in 2022/23</i>	16,730,000	250,000	16,980,000
	Estimated Uncommitted Balance as at 31/03/2023	-5,410,084	-3,409,351	-8,819,435

3.3 Policy, Information, Commissioning and Safeguarding

Policy, Information, Commissioning and Safeguarding	Approved Net Budget £m	Net Outturn £m	Net Outturn Overspend/ (Underspend) £m	Net Outturn Variance %	Q3 Overspend/ (Underspend) £m	Movement From Q3 £m
Policy Info & Commission Age Well	0.756	0.724	-0.032	-4.23%	-0.014	-0.018
Policy Info & Commission Live Well	0.937	0.925	-0.012	-1.28%	-0.020	0.008
Safeguarding & Quality Improvement Services	6.131	6.293	0.162	2.64%	0.062	0.100
Total Policy, Information, Commissioning and Safeguarding	7.824	7.942	0.118	1.51%	0.028	0.090

The budget for Policy, Information, Commissioning and Safeguarding in 2021/22 is £7.824m. The forecast outturn variance position is an overspend of £118,000 which equates to 1.51% of the total budget.

3.4 Education and Children's Services

Education and Children's Services	Approved Net Budget £m	Net Outturn £m	Net Variance £m	Net Variance %	Q3 Variance £m
Family Safeguarding Project	1.133	1.133	0.000	0.00%	-0.028
Front Door, Assessment & Adolescent Services	11.465	11.004	-0.461	-4.02%	-0.257
Family Safeguarding	11.920	12.594	0.674	5.65%	0.672
Looked After Children/Leaving Care	93.503	89.875	-3.628	-3.88%	-3.268
Fostering, Adoption Lancashire Blackpool & Residential Services	35.204	32.085	-3.119	-8.86%	-2.611
Total CSC	153.225	146.691	-6.534	-4.26%	-5.492
Children and Family Wellbeing Service	17.737	17.562	-0.175	-0.99%	-1.117
Education Improvement 0 - 11 Years And 11+ To 25 Combined	5.127	5.582	0.455	8.87%	1.127
Inclusion	21.980	22.205	0.225	1.02%	-0.249
Cultural Services	10.651	10.275	-0.376	-3.53%	-0.154
Total Education and Skills	55.495	55.624	0.129	0.23%	-0.393
Safeguarding, Inspection & Audit	14.828	13.686	-1.142	-7.70%	-1.134
Policy Info & Commission Start Well	1.709	4.713	3.004	175.78%	0.018
Education & Children's Services Central Costs	-5.911	-6.917	-1.006	-17.02%	-0.605
Total	219.346	213.797	-5.549	-2.53%	-7.606
Share of unallocated Covid-19 emergency monies	-1.165	0.000	1.165		1.165
Total Education and Children's Services	218.181	213.797	-4.384	-2.01%	-6.441

Education & Children's Services (ECS) underspent by £4.384m in 2021/22 against a net budget of £218.181m. This is a decrease in underspend of £2.057m from the forecast outturn reported to Cabinet at Quarter 3.

The largest impact on the position for ECS in 2021/22 is a reduction in the number of children entering care which has resulted in an underspend of c£6.050m. However, in year income pressures (net of any reduction in costs incurred earning income) remain which are largely due to the pandemic as discussed later in this report, albeit that overall, these are mitigated by underspends on staffing and non-staff costs.

Children's Social Care – Underspend £6.534m

The largest areas of spend within the Children's Social Care Service are for social work teams and residential and fostering placements for children in our care with activity cutting across a number of service areas.

The family safeguarding model is a way of keeping families together where it is safe to do so, achieved through a more collaborative way of working where workers motivate parents to identify the changes needed within their own families,

which helps achieve better outcomes for children. The family safeguarding service works with children and their families aged 12 and under.

The family safeguarding model required investment in staff via the recruitment of adult workers based in children's social work teams and training in motivational interviewing techniques (MIT) but is expected to deliver savings from a reduction in children entering care and resulting placement costs.

The first adult workers have been in post since January 2021. Recruitment of posts was ongoing during 2021/22 with most posts now filled, although there are some challenges in recruiting to probation roles following changes to probation services in England and Wales. The first rounds of MIT training began in early 2020/21 and is ongoing as planned.

LFS was expected to begin to deliver savings in 2021/22 from October 2021. However, on average the number of children entering care has fallen since September 2020 and there has been a significant reduction in the number of children looked after, from 2,085 (excluding children with disabilities) in September 2020 to 1,882 in March 2022, a reduction of 203 (c10%) with most of this reduction occurring since January 2021.

Whilst the implementation of LFS has undoubtedly had a positive impact on the numbers of children entering care, it is likely that the pandemic has also had some impact with reductions in numbers of both referrals and new assessments started over the same period. It is almost impossible to know how much of the reduction has resulted from each of these factors.

None the less residential and fostering placements (including in-house residential provision) underspent by c£6.050m in 2021/22 as a result of reductions in numbers of children looked after. This in part represents early delivery of savings.

The budget for the Children's Social Care Service also covers other allowances, payments and assistance to families which underspent by c£210,000 as detailed below.

- Assistance to families and regular payments are overspent by c£710,000 due to a combination of the pandemic and the provision of support to keep children at home with their families where it is safe to do so.
- Special guardianship orders (SGO's) and child arrangement orders (CAO's) underspent by c£130,000 due to a smaller increase in demand than budgeted for.
- Underspends on staying put arrangements and leaving care allowances are c£680,000.
- Adoption allowances underspent by c£110,000.

Underspends of c£270,000 relate to a number of areas of spend across the service.

The outturn includes contributions of c£300,000 from the Contain Outbreak Management Fund to cover costs incurred in dealing with the pandemic.

The position has improved by c£1.040m compared to quarter 3 which is mainly due to a reduction in placement and staff costs and additional grant received for asylum seekers over the age of 18.

Education and Skills – overspend £129,000

Children Family and Wellbeing Service (CFW) – Underspend £175,000

Underspends of £1.612m across the service mainly relate to staff (vacancies), operational costs and payments by results (PBR) funding from the Troubled Families Unit (TFU), offset by transfers to reserves of £1.437m to cover future costs of the Growing Up Well Digital Project and delivery of the family hub model.

The position worsened by c£950,000 compared to quarter 3 due to transfers to reserves, offset by further underspends on staffing and operational costs.

Education Improvement - Overspend £455,000

Overspends of c£2.400m relate to under recovery of income across the service. This is largely due to the impact of the pandemic but is also due to some schools opting out of the new advisory service offer and ongoing pressures on some income generating services including Governor Services and the Professional Development Service. The position includes the recoupment of eligible income losses for April to June 2021 from the sales, fees and charges income compensation scheme and a contribution of c£170,000 from Contain Outbreak Management Fund to cover costs incurred in dealing with the pandemic.

The above overspends are partly offset by underspends on non-staff costs of c£1.960m.

The position has improved by c£670,000 compared to quarter 3, mainly due to ongoing staffing vacancies, a reduction in non-staff costs and higher income than anticipated.

Inclusion - Overspend £225,000

Overspends of c£1.610m relate to placements and family support for children with disabilities and c£190,000 to non-staff costs across the service.

The above overspends are offset by several underspends as detailed below.

- Underspends of c£700,000 relate to staffing across various teams. The service is working to fill vacancies following recruitment delays due to the pandemic.
- Direct payments underspent by c£300,000 mainly due to audited clawbacks.
- Lancashire Break Time underspent by c£180,000 due to reduction in uptake due to the pandemic.
- SEN Traded Service underspent by c£185,000, mainly due to vacancies offset by under recovery of income.
- Aids, adaptations and community equipment underspent by c£215,000.

The position has worsened by c£470,000 compared to quarter 3, mainly due to an increase in placement and family support costs and direct payments, offset by reductions in aids, adaptations and community equipment spend, Lancashire Break Time and Traded Service income.

Cultural Services – Underspend £376,000

Underspends within the Libraries, Museums and Conservation Services of c£250,000 relate to both staff and non-staff costs and are largely due to the closure of some sites in the early part of the financial year as a result of the pandemic.

Underspends of c£120,000 are across other service areas relate to further underspends on staff and non-staff costs offset with losses of income due to the pandemic.

Education and Children's Services – Overspend £856,000

Safeguarding, Inspection & Audit – Underspend £1.141m

Underspends of c£856,000 relate to staff costs due to vacancies, c£278,000 to non-staff costs (travel and third-party payments) across a number of areas within the service, and the remaining underspend to over recovery of income.

Policy, Information and Commissioning Start Well – Overspend £3.004m

Overspends and the change in the position compared to that reported at quarter 3 relate to a transfer to reserves to cover the cost of the replacing the Education Management System in 2023/24.

Education and Children's Services Central Costs – Underspend £1.006m

Underspends relate to Premature Retirement Costs (PRC). The position has improved by c£400,000 compared to quarter 3 based on low levels of PRC activity in the latter part of the year.

3.5 Growth, Environment and Planning

Growth, Environment & Planning	Approved Net Budget £m	Net Outturn £m	Net Outturn Variance £m	Net Outturn Variance %	Q3 Variance £m	Movement From Q3 £m
LEP Coordination	0.090	0.083	-0.007	-7.78%	-0.001	-0.006
Business Growth	1.416	1.472	0.056	3.95%	0.019	0.037
Planning and Environment	2.837	2.604	-0.233	-8.21%	-0.024	-0.209
Estates	0.479	0.502	0.023	4.80%	0.054	-0.031
Strategic Development	1.887	0.943	-0.944	-50.03%	-0.948	0.004
Total	6.709	5.604	-1.105	-16.47%	-0.900	-0.205
Share of unallocated COVID-19 emergency monies	-0.010	0.000	0.010		0.010	0.000
Total Growth, Environment & Planning	6.699	5.604	-1.095	-16.35%	-0.890	-0.205

The total net approved budget for Growth, Environment and Planning in 2021/22 is £6.699m. The service underspent by £1.095m in 2021/22.

Planning and Environment – Underspend £233,000

The underspend predominantly relates to staff costs across the service and vacancies throughout the year.

Strategic Development – Underspend £944,000

The underspend is non-recurring and predominantly relates to delays in recruiting to the newly created Major Projects Team and lower projected spend on associated operational budgets.

3.6 Highways and Transport

Highways and Transport	Approved Net Budget £m	Net Outturn £m	Net Outturn Variance £m	Net Outturn Variance %	Q3 Variance £m	Movement From Q3 £m
Highways	12.666	18.037	5.371	42.40%	6.123	-0.752
Public & Integrated Transport	58.197	56.887	-1.310	-2.25%	-2.878	1.568
Customer Access	2.819	2.791	-0.028	-0.99%	0.307	-0.335
Design and Construction	-2.490	1.578	4.068	-163.37%	3.385	0.683
Total	71.192	79.293	8.101	11.38%	6.937	1.164
Share of unallocated COVID-19 emergency monies	0.211	0.000	-0.211		-0.211	0.000
Total Highways and Transport	71.403	79.293	7.890	11.05%	6.726	1.164

The total net approved budget for Highways and Transport in 2021/22 was £71.402m including an allocation of £211,000 for COVID-19 for the first 3 months of 2021/22.

The service overspent by £7.890m in 2021/22.

Highways – Overspend £5.371m

Overspends of £5.000m relate to a revenue contribution to capital outlay (RCCO) to fund expenditure on structural defects. However, due to the increased capital works delivered during 2021/22 overheads charged to capital increased by £1.272m as these are based on the value of work delivered which has partly offset the unbudgeted revenue contribution.

Overspends of £765,000 related to lower income across the service. Bus lane enforcement and parking income streams have continued to be heavily affected by Covid-19. Much of this income is from fixed penalty notices and as such lower volumes of traffic has resulted in reduced income. Delays in the implementation of additional on-street pay and display sites have also contributed to the shortfall in income compared to budget.

Overspends of c£878,000 relate to a number of other smaller cost pressures the most significant relating to traffic signals maintenance due to increased system failures, severe weather due to additional gritting costs in April 2021 and higher spend on storm damage over the winter period, and additional plant and PPE costs due to the pandemic.

The outturn has improved by £752,000 compared to quarter 3 due to a number of changes across the service the most significant being reduced under recovery on income.

Public and Integrated Transport (PIT)-Underspend £1.310m

Most parts of the public and integrated transport budget have been impacted by the pandemic to some degree in 2021/22. The most significant variances are explained below.

Underspends of c£1.212m relate to school transport costs mainly due to smaller than expected increases in taxi costs in the early part of the year particularly for excluded pupils and enhanced terms for payments to parents generating savings of more than £700,000. Due to the pandemic and resulting uncertainty around delivery of savings, £1.800m of previously agreed savings were reprofiled and added back to the budget in 2021/22 but are due to be delivered in 2022/23.

Overspends of £590,000 relate to fleet services. There was a lower percentage of productive hours worked than before the pandemic partly due to ensuring staff were following Covid-19 safety guidelines particularly in the early part of the year.

Bus stations overspent by £168,000 following a decision to hold the departure fee at 75p per departure in 2021/22 rather than apply the previously agreed increase to 85p, pending further discussions with operators.

Public bus services underspent by £1.367m. As part of a budget amendment agreed in 2020/21 an additional £3.000m was added to the budget. In addition, the council has received additional S106 funding to fund services and grant funding to help fund the shortfall in fares revenue due to the pandemic. Whilst additional services have been added the budget has not been fully spent during 2021/22.

Concessionary travel underspent by £1.582m. Throughout 2021/22 payments to bus operators continued to be made based of historic passenger data as numbers are still significantly lower than before the pandemic.

Due to risks around increases in fuel costs and reduced taxi provision in the marketplace, and the resulting impact on taxi, school and tendered bus contracts, a provision has been made for c£2.100m to cover these risks in 2022/23.

The outturn has worsened by £1.568m compared to quarter 3 predominantly due to the provision relating to fuel costs partly offset by small changes across the service the most significant relating to public bus services.

Design and Construction (D&C) – Overspend £4.068m

Design and Construction property service overspent by £3.769m, of which £2.192m relates to work required at Barnoldswick Church of England Primary School to replace a roof which has failed due to a build-up of condensation within the roof structure. This work has not been fully completed in 2021/22, however, a transfer to reserves to cover costs in future years is reflected in the outturn. The remainder of the overspend relates to the number and mix of projects that the service delivered during the year and a lower than budgeted level of service costs charged to capital schemes.

Design and Construction highways service overspent by £299,000. As an income generating service vacancies have resulted in staffing underspends offset by a larger under recovery of income.

3.7 Organisational Development and Change

Organisational Development and Change	Approved Net Budget £m	Net Outturn £m	Net Outturn Variance £m	Net Outturn Variance %	Q3 Variance £m	Movement From Q3 £m
Programme Office	1.193	1.117	-0.076	-6.37%	0.000	-0.076
Organisational Development	0.754	0.615	-0.139	-18.44%	-0.054	-0.085
Total	1.947	1.732	-0.215	-11.04%	-0.054	-0.161
Share of unallocated Covid-19 emergency monies	0.000	0.000	0.000		0.000	0.000
Total Organisational Development and Change	1.947	1.732	-0.215	-11.04%	-0.054	-0.161

The total net approved budget for Organisational Development and Change in 2021/22 was £1.947m. The service underspent by £215,000 in 2021/22 which relates to staffing. There was no significant change to the forecast reported at quarter 3.

3.8 Waste Management

Waste Management	Approved Net Budget £m	Net Outturn £m	Net Outturn Variance £m	Net Outturn Variance %	Q3 Variance £m	Movement From Q3 £m
Waste Management	69.398	66.928	-2.470	-3.56%	-1.702	-0.768
Total	69.398	66.928	-2.470	-3.56%	-1.702	-0.768
Share of unallocated COVID-19 emergency monies	0.723	0.000	-0.723		-0.723	0.000
Total Waste Management	70.121	66.928	-3.193	-4.55%	-2.425	-0.768

The total net approved budget for Waste Management in 2021/22 is £70.121m including an allocation of £723,000 for Covid-19 for the first 3 months of 2021/22. The service underspent by £3.193m in 2021/22.

Throughout the previous financial year (2020/21) the pandemic had a significant impact on the composition of waste collected with increases of over 30,000 tonnes of waste collected at the kerbside, partly offset by a reduction of 10,000 tonnes collected at Household Waste Recycling Centres (HWRC) which were closed for part of the year and ran with limited capacity once reopened.

Throughout 2021/22 there were some reductions in kerbside collections compared to 2020/21 but these were offset by an increase in waste at the HWRCs and overall tonnages were similar to 2020/21, although this was still 8,000 more tonnes than assumed in the budget.

These additional costs have been partly offset by more tonnes being diverted from landfill at a lower price and the overall impact of these factors resulted in an overspend on waste disposal costs of £854,000.

The above was offset by underspends of £3.223m relating to increased income from recycled waste predominantly due to significant increases in the price of metals and cardboard. These markets are volatile and are always subject to large fluctuations and will be kept under review in 2022/23.

Further underspends of £462,000 relate to operating and lifecycle costs at the waste recovery parks although £314,000 of this was non-recurring and relates to lower-than-expected operating costs in 2020/21.

A provision of £350,000 has been made to mitigate the impact of recent increases in fuel and energy prices in 2022/23, although it remains uncertain what the eventual impact will be.

The outturn has improved by £768,000 compared to quarter 3 predominantly due to further increases in income for recycled waste and a reduction in waste tonnages previously forecast, partly offset by the provision for fuel and energy price increases.

3.9 Finance

Finance	Approved Net Budget £m	Net Outturn £m	Net Outturn Variance £m	Net Outturn Variance %	Q3 Variance £m
Lancashire Pension Fund	-0.001	-0.001	0.000	0.00%	0.000
Exchequer Services	4.175	3.543	-0.632	-15.14%	-0.460
Financial Mgt (Development and Schools)	0.014	-0.120	-0.134	-957.14%	-0.123
Financial Mgt (Operational)	1.716	1.567	-0.149	-8.68%	0.088
Corporate Finance	8.325	8.276	-0.049	-0.59%	-0.191
Internal Audit	0.794	0.829	0.035	4.41%	0.018
Payroll	0.866	0.677	-0.189	-21.82%	-0.122
Procurement	2.132	2.052	-0.080	-3.75%	0.077
BTLS	0.000	0.035	0.035	0%	0.000
Total	18.021	16.858	-1.163	-6.45%	-0.713
Share of unallocated Covid-19 emergency monies	0.032	0.000	-0.032		-0.032
Total Finance	18.053	16.858	-1.195	-6.62%	-0.745

Overview

The total approved net budget for Finance in 2021/22 is £18.053m, including an allocation of £32,000 for Covid-19 for the first 3 months of 2021/22. The outturn position is an underspend of £1.195m. The most significant variances are detailed below: -

Exchequer Services – underspend of £632,000

The outturn position includes an underspend of £638,000 on employees, which is due to vacancies, employees opting out of the pension scheme and employees working v-time arrangements. There was a net overachievement of income of £30,000 and an overspend of £60,000 on supplies and services, largely due to software expenditure.

The service received £25,000 Contain Outbreak Management Fund income not budgeted for.

Financial Management (Development and Schools) – underspend of £134,000

The outturn position includes an underspend of £58,000 on employee costs. There is an underspend of £146,000 on Supplies and Services, largely due to underspends of £41,000 on transport costs and £105,000 on other general expenditure.

Financial Management (Operational) – underspend of £149,000

The outturn position includes an overspend of £280,000 on employee costs due to agency staff cover, staff overlaps due to retirement and the vacancy factor and PALS savings not being realised offset by a positive variance on income. The income variance is an overachievement of interest on deferred payment agreement income of £37,000, Fusion Project income of £167,000 and Contain Outbreak Management Fund grant income of £75,000. There is also an underspend on supplies and services expenditure of £144,000.

Payroll – underspend of £189,000

The underspend is primarily on staffing due to vacancies.

3.10 Corporate Services

Corporate Services	Approved Net Budget £m	Net Outturn £m	Net Outturn Variance £m	Net Outturn Variance %	Q3 Variance £m
Coroner's Service	2.451	2.410	-0.041	-1.67%	-0.032
Human Resources	1.828	1.590	-0.238	-13.02%	-0.085
Legal, Governance and Registrars	14.283	14.213	-0.070	-0.49%	0.474
Skills Learning & Development	2.918	2.653	-0.265	-9.08%	-0.111
Total	21.480	20.866	-0.614	-2.86%	0.246
Share of unallocated Covid-19 emergency monies	0.410	0.000	-0.410		-0.410

Total Corporate Services	21.890	20.866	-1.024	-4.68%	-0.164
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The total approved net budget for Corporate Services in 2021/22 is £21.890m. The outturn position represents an underspend of £1.024m.

Human Resources – underspend £238,000

The underspend is due to an overachievement of income from the Recruitment services, advertising income and the Fusion project.

Legal, Governance And Registrars – underspend £70,828

This comprises of a combined forecasted underspend of £28,137 on Legal and Governance, and an underspend of £42,691 on Registrars.

Skills Learning & Development – underspend £265,000

Underspends of £304,000 relate to operational training budgets the most significant relating to the ex-service mentoring scheme, these were partly offset by reduced income from schools of £39,000.

3.11 Strategy and Performance

Strategy and Performance	Approved Net Budget £m	Net Outturn £m	Net Outturn Variance £m	Net Outturn Variance %	Q3 Variance £m	Movement From Q3 £m
Asset Management	7.729	12.771	5.042	65.23%	-0.315	5.357
Facilities Management	21.695	25.039	3.344	15.41%	2.475	0.869
Business Intelligence	1.341	1.334	-0.007	-0.52%	0.009	-0.016
Total	30.765	39.144	8.379	27.24%	2.169	6.210
Share of unallocated Covid-19 emergency monies	0.864	0.000	-0.864		-0.864	0.000
Total Strategy and Performance	31.629	39.144	7.515	23.76%	1.305	6.210

Overview

The total net approved budget for Strategy and Performance in 2021/22 is £31.629m including a £864,000 allocation for Covid-19 for the first 3 months of 2021/22.

The outturn position is an overspend of £7.515m although this predominantly relates to strategic decisions based on the overall authority position which are detailed in the service narratives below.

Asset Management – Overspend £5.042m

The position predominantly relates to strategic decisions which have been made based on the overall authority position for 2021/22. The most significant being a transfer to reserves of £4.972m to cover future repayments of the Salix loan for LED replacements. In the MTFs it was assumed that all future repayments would be made from the revenue budget, that will remain the case in 2022/23 as that

amount is already included in the 2022/23 budget. Repayments beyond 2022/23 will be covered by this reserve transfer and the MTFS will be adjusted accordingly when next updated reducing the forecast funding gap in 2023/24 and future years.

Due to recent increases in street lighting energy prices and future uncertainty a provision has been made for £366,000 to help cover this risk in 2022/23. Inflation is already added to the budget, but prices are volatile, so it is prudent to mitigate this risk with a provision.

Staffing underspends of £320,000 due to delays in recruiting to budgeted posts is partly offsetting the position.

The position has worsened by £5.357m compared to quarter 3 due to the decisions detailed above.

Facilities Management - Overspend £3.344m

The issues that affected the forecast for facilities management in 2020/21 remain to some extent in 2021/22 as do the uncertainties that Covid-19 has brought. The significant variances are detailed below:

- School catering overspent by £2.861m which relates to lower income charges to schools. There has been fluctuation across the year but broadly speaking income levels have been approximately 10% lower than pre-pandemic. In addition, the service has faced increases in food costs.
- A further income pressure of £175,000 relates to staff and civic catering, some of these facilities remained closed and whilst others reopened sales are significantly lower than before the pandemic.
- Offsetting these were underspends on premises running costs and repairs and maintenance due to some sites remaining closed and others being significantly less occupied which resulted in underspends of £671,000.
- Energy prices have increase significantly over recent months and remain a future risk and whilst these budgets are inflated, they are particularly volatile so a provision of £815,000 has been made to help cover this risk in 2022/23.

The position has worsened by £869,000 compared to quarter 3 predominantly due to the provision to cover risk around future energy costs.

Digital Services

Digital Services	Approved Net Budget £m	Net Outturn £m	Net Outturn Variance £m	Net Outturn Variance %	Q3 Variance £m
Service Assurance	15.657	12.196	-3.461	-22.11%	-0.901
Digital Business Engagement	1.825	1.565	-0.260	-14.25%	-0.312
Design & Implement	5.542	5.588	0.046	0.83%	0.113
Operate	3.738	3.018	-0.720	-19.26%	-0.576
Architecture	0.781	0.655	-0.126	-16.13%	-0.125
Data	4.426	4.078	-0.348	-7.86%	-0.274

Total	31.969	27.100	-4.869	-15.23%	-2.075
Share of unallocated Covid-19 emergency monies	0.000	0.000	0.000		0.000
Total Digital Services	31.969	27.100	-4.869	-15.23%	-2.075

The total net approved budget for Digital Services in 2021/22 is £31.969m. The service underspent by £4.869m in 2021/22. The most significant variances across the wider Digital Service are explained below.

Underspends of c£2.200m relate to staff costs and vacant posts offset by c£600,000 to cover the cost of extending the use of contractors and commissioning work from external providers/consultants. The service continues to experience difficulties in recruiting staff.

Not all work related to the implementation of M365 has been completed with further phases ongoing and some audio licences were provided free of charge in 2021/22, resulting in a non-recurrent underspend of c£780,000.

As part of the transition a number of historic BTLs Purchase Order's previously receipted by other services in 2020/21 were closed down in 2021/22. This resulted in credits in 2021/22 which offset charges in 2020/21, and consequently a non-recurrent underspend of £355,000 in the current financial year.

Underspends of c£220,000 relate to traded activity and in particular Education Services.

Underspends of c£220,000 relate to document handling non staff costs and in particular print and mail costs largely due to changes in ways of working during the pandemic. Whether these underspends are recurrent will depend on future ways of working.

The majority of £2.100m of other underspends across the service relate to renewals/contracts with third parties for maintenance and support, licencing, etc.

Overspends of c£400,000 relate to both one-off and recurring costs for ServiceNow, including a transfer to reserves of c£340,000 to fund one-off costs which will be incurred in 2022/23. Whilst the majority of costs are covered by the Continuous Service Improvement (CSI) budget the shortfall is offset by underspends within the service in 2021/22. ServiceNow is intended to deliver sustainable long-term efficiencies across the county council.

The outturn includes a transfer to reserves of c£2.800m for desktop and infrastructure refresh largely due to delays in delivery of equipment and therefore the rollout of desktop refresh and delays in delivering infrastructure refresh projects.

The outturn improved by c£2.800m compared to the forecast reported at quarter 3 predominantly due to increased underspends on renewals/contracts.

3.12 Chief Executive Services

Chief Executive Services	Approved Net Budget £m	Net Outturn £m	Net Outturn Variance £m	Net Outturn Variance %
Chief Executive	-24.638	-25.894	-1.256	-5.10%
Communications	1.116	0.916	-0.200	-17.92%
Corporate Budgets (Funding and Grants)	-3.672	-1.799	1.873	51.01%
Corporate Budgets (Treasury Management)	31.647	18.147	-13.500	-42.66%
Corporate Budgets (Pensions & Apprenticeship Levy)	11.111	10.173	-0.938	-8.44%
Total	15.564	1.543	-14.021	-90.09%
Share of unallocated COVID-19 emergency monies	1.803	0.000	-1.803	
Total Chief Executive Services	17.367	1.543	-15.824	-91.12%

The total approved net budget for Chief Executive Services in 2021/22 is £17.367m including an allocation of £1.803m for Covid-19 for the first 3 months of 2021/22. The outturn position is an underspend of £15.824m.

Chief Executive - underspend of £1.256m.

The outturn position includes a £575,000 underspend on Supplies and Services. There are underspends of £396,000 on Covid-19 Winter Grants and £280,000 on other Covid-19 related spend, which net off against Covid-19 overspends within services.

Communications – underspend £200,000.

This underspend reflects the significant amount of staff time spent on Covid-19 related matters, which has been charged against the Covid-19 Contain Outbreak Management Fund (COMF) grant allocation.

Corporate Budgets (Funding and Grants) – overspend of £1.873m.

The overspend largely relates to a £2.000m contribution into an insurance provision to reflect the required level of funding available based on recent claims and an overspend of £61,000 due to Write Offs with no associated bad debt provision. This is offset by underspends on the advertising budget of £188,000.

Corporate Budgets (Treasury Management) – underspend £13.500m.

The Treasury Management service had an underspend of £13.500m, 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.

Corporate Budgets (Pensions & Apprenticeship Levy) - underspend of £938,000.

This is largely due to an overspend of £0.568m on employer pension contributions to reflect a shortfall that had arisen due to differences between the actual pensionable payroll and the estimated pensionable payroll when the prepayment was calculated by the actuary in 2021.

There is an additional offset of £1.510m underspend on inherited pensions liabilities which are charged directly to Lancashire and not the pension fund.

Section B - Schools Spending 2021/22

The final outturn position against schools delegated budgets at 31 March 2022 is an underspend of £5.173m. This means that school balances have increased by £5.173m in 2021/22, to a total of £95.325m.

The tables below show analysis of school balances by phase at the end of the financial year 2021/22.

2021/22 School Balances - In-Year Movement of Balances by Phase

Phase	Balance Brought Forward as at 1 April 2021 £m	In-year Increase / (Decrease) 21/22 £m	Balance Carried Forward as at 31 March 22 £m
Nursery	0.745	0.053	0.798
Primary	58.429	-(2.677)	55.752
Secondary	23.603	5.893	29.496
Special	5.669	1.871	7.541
Short Stay	1.705	0.022	1.727
Total	90.151	5.173	95.313

Schools continued to face exceptional challenges in the 2021/22 financial year related to the covid pandemic and the associated educational recovery.

Increased levels of core funding were provided by the Government in 2021/22, with Lancashire's gross Dedicated Schools Grant (DSG) allocation some £86m higher than that received in 2020/21. This was partly due to increased funding nationally made available by Government, and the incorporation of funding for the teachers' pay and pensions grants into core school funding that were previously paid as separate grants. There was also an increase in the overall numbers of pupils in Lancashire compared to 2020/21, which contributed to the increased level of funding received.

In addition to the core Dedicated Schools Grant (DSG) funding allocations to schools, considerable additional funding was allocated during 2021/22 in the form of Government grants. For Lancashire maintained schools, grant allocations in the year totalled over £36m.

A number of these grants were specifically to assist schools continue to respond to the challenges of supporting pupils catch up on learning. Some of these grants were allocated by the DfE on an academic year basis and will need to be spent by the end of the current school year, which may have had some impact on the level of balances held at 31 March 2022.

2021/22 School Balances –In-Year Movement Count of Schools by Phase

Phase	Count of deficit in year	Count of surplus in year
Nursery	12	12
Primary	268	193

Secondary	9	37
Special	5	24
Short Stay	4	4
Total	298	270

298 schools operated an in-year deficit in 2021/22, which equates to 52%, with 270 schools (48%) operating an in year surplus. This level of in year spending in 2021/22 is more in line with historic levels. In 2020/21, 88% of schools operated an in-year surplus, as school expenditure levels were curtailed, largely as a result of reduced operations during national COVID-19 lockdowns.

2021/22 School Balances – Number of Schools in Surplus/Deficit by Phase

Phase	Count of deficit close balance	Count of surplus close balance
Nursery	6	18
Primary	11	450
Secondary	1	45
Special	3	26
Short Stay	0	8
Total	21	547

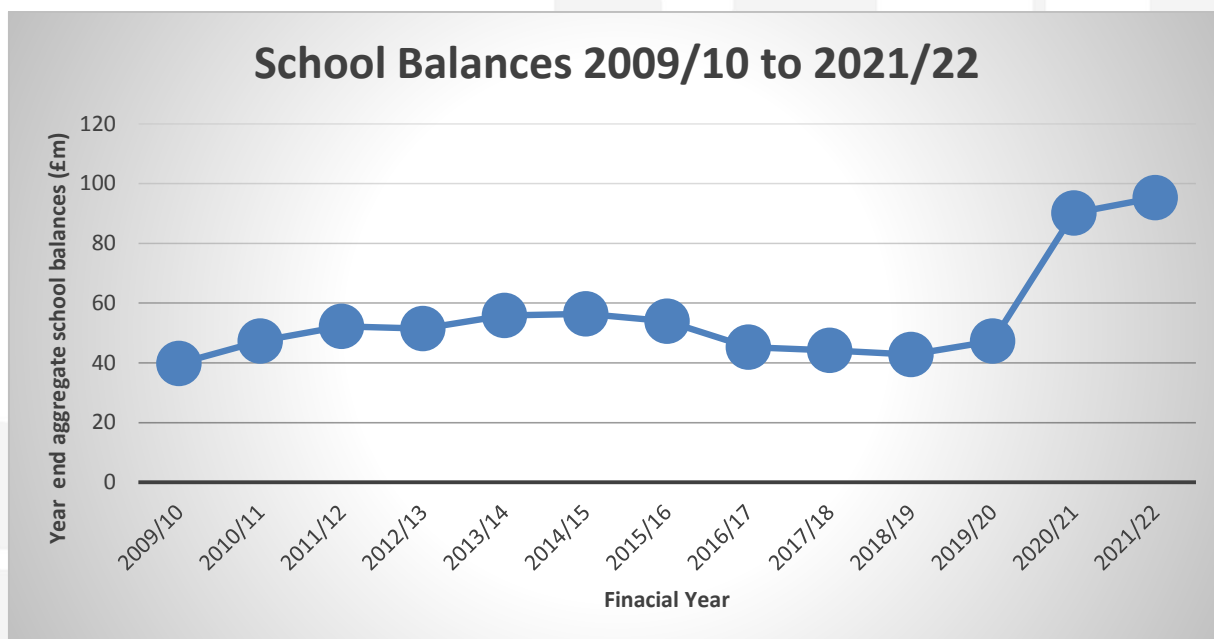
21 schools ended the 2021/22 financial year in deficit. The number of schools in deficit at 31 March 2022 has decreased from 30 schools in deficit a year earlier. The nursery sector remains the most concerning phase with 6 out of 24 schools ending the financial year in deficit, representing 25% of schools in the sector.

A comparison showing the total number of schools in deficit across recent years is provided below:

Year End	Number of schools in deficit
31 March 2022	21
31 March 2021	30
31 March 2020	41
31 March 2019	39
31 March 2018	47
31 March 2017	40
31 March 2016	25
31 March 2015	18

The number of schools in deficit at year end is at its lowest level since March 2015. However, the 2022 figure may be artificially low, as some schools may have high levels of grant funding in their year end balances, due to unspent funding such as Covid related catch-up grants.

Aggregate School Balances by Year



The graph demonstrates the trend in aggregate school balances over a number of years and shows that following the significant rise in the balances held by schools at March 2021, school balances have increased further at March 2022, but at a much-reduced rate. Balances at the end of 2021/22 are at £95.325m, however, as noted above, there may be covid related reasons contributing to this year-end position. Analysis provided by schools about their year-end position at 31 March 2022 indicates that over £26m of total balances are classed as 'committed'.

To provide context for the total school balances, the current authority guideline for schools is to have reserves equating to 12% of their total Combined Financial Reporting (CFR) income or a minimum of £60,000. This is to ensure that individual schools can withstand potential financial risks and financial stresses. If all Lancashire schools held the guideline balance, the total balance would have been circa £106m, compared to the actual balances held of circa £95m.

Support for Schools in Deficit

The county council, in consultation with the Lancashire Schools Forum, has continued to provide significant targeted support and enhanced monitoring and early warning to support schools that are in, or may be heading towards, financial difficulty. This includes monitoring the financial outlook of schools on the Schools in Financial Difficulty (SIFD) category warning system for maintained schools, issuing early warning letters to offer a 'heads-up' that financial pressures may be mounting and using the agreed SIFD procedures to provide additional support to some schools.

21 schools ended the 2021/22 financial year in deficit, compared to 30 schools a year earlier, as a number of schools returned to surplus during the year through the delivery of budget recovery plans.

During the year, an amendment to the SIFD support criteria was introduced to allow interest charges and provision of school finance support will be met

centrally from SIFD funding for schools with an agreed recovery plan, or an agreed sustainability plan.

A one-off SIFD allocation to a Lancashire school was also agreed, to assist with the financial recovery plan.

Schools Reserves**

Schools Reserves	Opening Balance as at 1 April 2021 £m	In Year Changes £m	Closing Balance as at 31 March 2022 £m
Individual Schools Reserves	90.151	5.162	95.313
Other Schools Reserves	20.767	10.792	31.559

** The School Reserves are ring-fenced to schools and are used at schools' discretion.

Under the Education Reform Act, schools are given most of their budgets to directly control. If a school does not spend its entire budget, it is held as a reserve for them to use in the future. These reserves cannot be used for any other purpose.

Section C – The 2021/22 Capital Delivery Programme

1. Introduction

In February 2021 an indicative Capital Delivery Programme of £152.439m was agreed with Cabinet. Subsequent approved additions and re-profiling of the programme have increased the in-year programme to £170.563m.

The Delivery Programme is shown in section 2 split by block. This was agreed by service heads as being deliverable, with the understanding that it is an ambitious delivery programme, pushing to catch up on slipped delivery due to two lockdowns within 2020/21, as well as aiming to deliver schemes already programmed in for delivery this financial year. The project and programme managers were held accountable using the following actions:

- Detailed monitoring of the delivery programme through 2021/22 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 delivery programme was originally agreed in June 2021. It is made up of the Cabinet agreed 2021/22 budget, updated with any approved decisions and reprofiling since June 2021, and an expected delivery amount for prior year schemes. This formed the basis of the monitoring report throughout the year.

The final delivery programme is £170.563m as set out in table 1 below:

Table 1 – 2021/22 Capital delivery programme by block

Service Area	Delivery Programme agreed Feb 21	Decisions	Changes to planned delivery	Total Delivery Plan for Monitoring
	£m	£m	£m	£m
Schools (including DFC)	24.157	21.177	-19.378	25.956
Highways	43.970	64.471	-54.508	53.933
Transport	13.665	4.562	-2.269	15.958
Externally Funded Schemes	5.430	1.477	0.525	7.432
Central Systems & ICT	0.000	5.000	7.656	12.656
Adult Social Care	15.087	0.058	2.168	17.313
Corporate - Property	14.698	3.360	-6.619	11.439
Economic Development	16.160	0.250	-4.421	11.989
South Lancaster Growth Catalyst	0.000	4.100	0.000	4.100
Vehicles	4.924	0.000	-0.925	3.999

Transforming Cities Fund	14.348	0.000	-8.560	5.788
Grand Total	152.439	104.454	-86.330	170.563

3. Variance Analysis

The reported outturn variance for the financial year 2021/22 is -£6.439m. A breakdown of the variance to block level is shown in table 2 below.

Table 2 – Summary Capital Delivery programme outturn position 2021/22

Service Area	Total delivery programme for 2021/22	Outturn	Forecast Variance
	£m	£m	£m
Schools (exc DFC)	23.576	24.445	0.869
Schools DFC	2.380	2.654	0.274
Highways	53.933	59.794	5.861
Transport	15.958	14.856	-1.102
Externally Funded	7.432	6.712	-0.720
Central Systems & ICT	12.656	7.952	-4.704
Adults Social Care	17.313	16.773	-0.540
Corporate - Property	11.439	7.852	-3.587
Economic Development	11.989	13.900	1.911
South Lancaster Growth Catalyst	4.100	1.676	-2.424
Vehicles	3.999	4.709	0.710
Transforming Cities	5.788	2.801	-2.987
Totals	170.563	164.124	-6.439

The outturn spend for 2021/22 is £164.124m and funded from a combination of borrowing (£58.173m), Grants (£93.059m) and Contributions (£12.892m).

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 3 – Analysis of outturn variance

Service Area	Variance	Underspends and potential underspends	Overspends and potential overspends	Slipped Delivery	Additional delivery
	£m	£m	£m	£m	£m
Schools (exc DFC)	0.869	-0.811	0.000	-4.067	5.747
Schools DFC	0.274	0.000	0.000	0.000	0.274
Highways	5.861	-0.004	7.236	-9.475	8.104
Transport	-1.102	-0.951	0.943	-4.366	3.272
Externally Funded	-0.720	-0.043	0.008	-0.746	0.061
Central Systems & ICT	-4.704	0.000	0.000	-4.888	0.184
Adults Social Care	-0.540	0.000	0.000	-0.540	0.000
Corporate - Property	-3.587	-0.415	0.002	-3.995	0.821
Economic Development	1.911	-0.010	0.000	-9.277	11.198

South Lancaster Growth Catalyst	-2.424	0.000	0.000	-2.424	0.000
Vehicles	0.710	-0.008	0.000	-0.649	1.367
Transforming Cities	-2.987	0.000	0.000	-2.987	0.000
Totals	-6.439	-2.242	8.189	-43.414	31.028

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

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

Slipped delivery covers expenditure that was originally forecast to be incurred in 2021/22 but is now forecast to be slipped into later years.

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

4. Capital Programme 2022/23 next steps:

During the first 3 months of 2022/23 a comprehensive review of the delivery programme for 2022/23 will be undertaken by Finance for approval by Capital Board. The work undertaken will be as follows:

- a) A comprehensive review of what can be and what needs to be delivered in 2022/23 across all blocks, reflecting the final outturn position for 2021/22.
- b) Whilst considering resources available, an achievable 2022/23 delivery programme drawn up allowing for accurate financial and performance monitoring.
- c) A review of the current reporting blocks to ensure they remain relevant and fit for purpose.
- d) Work to ensure business as usual during the crossover period for the implementation of the new Oracle Fusion system.
- e) Redesign working processes to utilise the budgetary control features in Fusion, whilst putting minimal impact on service delivery.

A detailed position by block will be presented for Quarter 1 in July 2022 which will set the agreed delivery plan for the year against which performance will be measured monthly and reported to cabinet quarterly.

5. Capital Programme 2021/2022 Outturn Detailed Analysis

The outturn variances by block from the budget for delivery in 2021/22, with comments by programme or significant projects as follows:

Schools

The schools capital programme (including devolved formula capital (DFC)) has a 2021/22 delivery plan of £25.956m. The final outturn position is £27.099m, a variance of £1.143m.

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 through grant funded school expansions and new school build projects.

During the financial year a number of new projects were commissioned, including a number of SEN units to support the authority's SEND strategy at schools in Chorley, Morecambe, Nelson and Preston, utilising the remaining high needs provision capital allowance that Lancashire received in the previous year.

Large scale expansion projects to address anticipated areas of high pupil place demand were approved at Colne Primet Academy, SS John Fisher & Thomas More RC High and Burnley Campus. These projects are currently undergoing design work. A new primary school was approved in Summer 2021 at the site of Clitheroe Higher Standen Farm. This is now in undergoing tendering procedures and accounts for £0.182m of additional delivery. Finally, in November 2021 approval was sought to install 2 temporary classrooms at Castercliff Academy to immediately address temporary pressures of demand for pupil places in Pendle. This accounts for £0.483m of additional in year delivery.

A number of projects that were previously postponed indefinitely due to the pandemic have been restarted. The expansion of Tom Finney high school which had been on hold since early 2020 was restarted in August 2021 and is progressing quicker than anticipated causing an additional delivery variance of £0.590m. The scheme is now set to complete in summer 2022/23. An SEN project in Thornton Cleveleys, previously deemed unviable and therefore cancelled was re-established in late 2021 at a different site. This project was fully delivered and accounts for £0.588m of additional delivery.

The large-scale project to expand Unity College, Burnley is progressing ahead of schedule accounting for £0.531m in additional delivery and is due to handover within budget at the start of 2022/23. A number of other projects have reported smaller additional delivery variances totalling £0.219m.

A number of projects have smaller slipped delivery variances which are largely due to contractor final retention payments now falling due in early 2022/23 totalling -£0.556m and others have estimated savings totalling -£0.329m, mainly reported from a SEN unit project at Barrowford Primary School. Realised savings will be reallocated in 2022/23 to advance further SEN provision work across the county.

Condition Programme

The Condition Programme delivers a variety of grant funded works to address priority condition issues at school buildings.

There is an outturn variance within the condition programme of -£0.839m, which can be broken down into £3.154m additional delivery, -£3.511m slipped delivery and -£0.482m underspends and potential underspends.

The underspends of -£0.485m are across a number of projects included in the original delivery plan. However, it should be noted that actual total underspends of -£1.465m were realised on the condition programme in 2021/22 when projects not included in the original delivery plan and completed as advance delivery in 2021/22 are counted. Net slipped delivery of -£0.357m is reported (-£3.512m slipped delivery less £3.154m additional delivery) resulting from a number of projects new to 2021/22 not progressing as anticipated in year due primarily to complexities discovered on site and they have been reviewed and reprogrammed for 2022/23, allowing for projects programmed for 2022/23 to then be delivered ahead of schedule as advance delivery.

The most noteworthy project continues to be that at Oswaldwistle Rhyddings High School, which has undergone demolition and major rebuild. The project, which started in 2017 was originally intended to replace an area of concrete panelling but eventually necessitated a complete demolition and rebuild of a building block when structural damage was uncovered, with pupils temporarily relocated to another school. The final completion of the project this year sees the successful conclusion of what was a challenging scheme. The position at the end of 2021/22 was £0.205m in advance of the delivery plan and the project has completed within budget overall.

Local Full Fibre Networks

Funding was awarded from the department for digital, culture, media and sport to a number of schools across the county identified as premises that would benefit from the installation of a high-speed fibre network. The installation will be largely managed by LCC Education Digital Services. The delivery plan for 2021/22 was £0.020m which was fully spent as planned.

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 DfE for schools to spend on capital projects within expenditure guidelines. The DFC 2021/22 delivery plan is £2.380m. During 2021/22 spend on DFC projects totalled £2.654m, which is an additional variance on the delivery plan £0.274m. the additional spend being funded from unutilised balances from prior years grant allocations.

Highways

The Highways capital programme has a 2021/22 delivery plan of £53.933m. The final outturn position is £59.794m, a variance of £5.861m.

A summary of the main variances within the block are given below:

The structural defects programme had an overspend of £6.845m. This was due to two factors, a sustained increase in the number of defects being reported and the approach adopted to improve the quality and increase size of the repair where necessary. The continued use of the current health & safety inspection policy on intervention levels and response times has also had an impact. The increased number of defects being reported resulted in an increased use of sub-contractor resources, use of these sub-contractors further down the dayworks framework are significantly more expensive and were used to keep up with demand. Due to the high level of spend on structural defects during 2021/22 a working group was established to review working practices and the new ways of working are being implemented from 1 April 2022.

A number of schemes within the bridge maintenance and structural maintenance programmes have slipped, this is due to the prioritisation of flood damage schemes because of their impact on the road network, causing a slippage variance of -£1.235m.

Construction on Derby Street bridge, Ormskirk, has been delayed resulting in slippage of -£0.622m. Some of the 2021/22 principal bridge inspections being delivered by consultants will be carried out during 2022/23 resulting in slippage of -£0.322m and also within the bridges programme there is slippage of -£0.151m on post tension special inspection and assessments.

Parts of the 2020/21 transport infrastructure investment fund (TIIF) storm damage bridges and structures programme will be delivered in 2022/23 due to environmental constraints such as Environment Agency permission to access rivers. This continued delay has caused slippage of £-0.302m.

Engaging with utility companies who are taking longer to respond to queries lengthened the lead time from delivery to construction and therefore affected the delivery of the 2021/22 bridges and structures storm damage programme causing a slippage variance of -£0.235m.

As a result of an additional investment of £10.000m being added to the programme in February 2021, the ABC and urban roads programmes were expanded. When the delivery programme was set in May 2021 some of the schemes still had to be programmed, therefore as schemes were prioritised and programmed during the year, it caused some schemes to slip into 2022/23 whilst others were delivered ahead of schedule. The impact on the ABC programme was slippage of -£1.189m and additional delivery of £1.733m. Within the urban programme a prudent view of what could be delivered on top of the original agreed programme was taken. Delivery progressed better than anticipated causing an additional delivery variance of £2.752m.

Several schemes within the safer roads programme, safety camera maintenance programme and the traffic signal programme are now expected to be delivered in 2022/23 resulting in slippage of -£0.431m. This is mostly due to a reprioritisation of works, with more urgent schemes being delivered ahead of the schemes originally programmed when the delivery plan was set.

Within the rural roads programme and the moss road programme, slippage of -£0.543m is due to the delivery of a handful of schemes being changed to 2022/23.

Within the footway programme slippage of -£0.763m on slurry seal schemes due to contractor availability has been offset by additional delivery elsewhere in the programme of £0.604m.

Slippage on some drainage schemes totalling -£0.554m due to available resources being prioritised for the drainage works needed ahead of programmed resurfacing works, and the reprogramming of 6 schemes within the flood prevention programme resulting in slippage of -£0.457m.

Despite challenges with staff isolating and shortages of certain materials Highways delivered additional schemes across various programmes to the value of £2.097m. In addition to this, good progress has been made on the DFT challenge fund retaining walls programme resulting in additional delivery of £0.631m, and increased coring activity within the asset testing programme has resulted in additional delivery of £0.888m.

Transport

The Transport capital programme has a 2021/22 delivery plan of £15.958m. The final outturn position is £14.856m, a variance of -£1.102m.

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

Safer Roads Scheme

In 2018, LCC successfully secured full funding for 5 route lengths during the second round of the Safer Road Fund Bid process, grants totalling £7.942m were awarded. The grant was provided to cover changes to road layouts, speed cameras, better lighting, road studs etc. The majority of the work has now been completed across the 5 projects with the exception of the speed cameras which will be re-tendered in 2022/23. A variance of £1.083m additional delivery occurred in 2021/22 with work progressing quicker than anticipated when the delivery plan was drawn up.

National Productivity Investment Fund (NPIF)

NPIF provided for additional spending in areas that are key to boosting productivity: transport, digital communications, research and development, and housing. There was net slipped delivery across the NPIF projects of -£0.257m due to resource issues, which is now expected to be delivered in 2022/23 which will mark the completion of the spend.

Burnley Pendle growth corridor

The Burnley Pendle growth corridor investment programme is a key priority for the East Lancashire highways and transport masterplan. It is a collaborative agreement including Burnley, Pendle and Hyndburn Councils. The scheme is now coming to a close with only £0.129m of spend in 2021/22. Any remaining works in the programme are expected to be completed in 2022/23 following delays on one element of the programme due to land availability, and current forecasts show there are overall potential savings of -£0.807m.

Skelmersdale Rail Link

The demolition of Newcastle Colleges Group buildings, in anticipation of a potential new rail link to Skelmersdale, was completed within the year and recorded actuals of £1.203 for 2021/22. A further £0.050m, £0.025m of additional

delivery, was incurred completing the Grip 3 report (Governance for Railway Investment Projects) which will allow consideration of the viability of undertaking the full scheme by the stakeholders involved.

M55 Heyhouses Link Road

This is a large project spanning a number of years funded by a number of different grants and contributions. In 2021/22, an additional delivery variance of £0.225m is reported. Construction is forecast to increase substantially throughout 2022/23 to ensure full use is made of time limited grants available.

Burnley Town Centre Improvements

A delivery plan of £0.940m was established in 2021/22 for developments at Lower St James Street and Pioneer Place, a series of public realm improvements which form part of a wider scheme to regenerate the area. Prior year delays on the works on Lower St James caused delays to the start of the work on the Pioneer Place project. Work has slipped on this project into 2022/23 causing a variance of -£0.700m.

Heysham

A delivery budget of £0.784m is in place for 2021/22 to cover residual work and settling numerous claims for land adversely affected by the programme. These claims plus the linked legal cost incurred caused an in year overspend of £0.923m. Further funding is to be approved in 2022/23 to cover the final estimated land compensation costs.

Lancashire Safer Travel Restart

Lancashire was awarded £3.501m of a £250m emergency fund for Covid recovery. This was to be utilised initially for instant schemes reallocating road space for pop-up bike lanes, wider pavements, cycle, and bus-only streets and their eventual adoption for permanent change if successful. The inclusion of the new scheme on Penwortham Brow, part of the Penwortham to Preston Cycle Superhighway was added to the Programme and its completion helped create £0.634m of additional delivery in 2021/22 against the delivery budget of £0.091m.

Cycling schemes

During the year improvements on the £0.099m Golden Hill Way Chapel Brow project were put on hold as South Ribble Council are undertaking similar work which has resulted in an underspend of -£0.091m in the programme. It was agreed that budget from a number of cancelled schemes would be repurposed to fund a new larger project on Clifton Drive causing an additional delivery variance of £0.444m.

Ormskirk Rail to Bus / Town Centre

This project along with the work at Ormskirk Bus Station have been incorporated in a larger new programme, the Eastern Gateway, a partnership between Lancashire County Council, West Lancashire Borough Council and Historic England to make a number of major improvements to Ormskirk town centre. Additional delivery of £0.272m was realised in 2021/22 due to the new agreement, with the change in scope seeing a further £1.996m added to the budget over the next two years.

Externally Funded

The Externally Funded capital programme has a 2021/22 delivery plan of £7.432m. The final outturn position is £6.712m, a variance of -£0.720m.

The S278 Padiham THI project has slipped delivery of -£0.261m. Works on this project to provide a high quality paving shared space scheme have experienced delays on street furniture delivery due to supplier issues. The scheme is now 90% of the way through construction and is expected to be completed in early 2022/23. Whalley town centre footway and bus stop improvements project has slippage of -£0.094m. This project has seen delays due to unforeseen circumstances (thick reinforced concrete taking a long time to break out). As such, the works will now be on site until mid-late June and the scheme is due to be completed in 2022/23. S278 A584 Lytham Rd/Church Rd highway works has slippage of -£0.085m where statutory undertaker diversions were delayed starting on site due to resources being unavailable.

S106 Rosslyn Avenue, Preesall has slippage of -£0.071m caused from system issues not allowing purchase orders to be raised, a delayed start for a team to be allocated to the project and delays following valid concerns raised during consultation.

Further slippage across a number of projects of -£0.137m are due to design issues and as such these projects are now scheduled to have works in 2022/23.

There is an underspend on the Eastway phase 2 S278 works scheme of -£0.042m where the project is now complete and the developer is to be refunded.

There is additional delivery totalling £0.062m and a forecast overspend of £0.009m. Further funding is being sought to finance the potential overspend.

The additional delivery includes £0.016m on the S278 Blackpool Road, Kirkham scheme where design and tender works have started, with the remainder of works being delivered in 2022/23 and £0.013m on the UCLan Masterplan scheme, where main contract payments have now been agreed and closed, and it is expected that the construction contract can be delivered within budget.

Central Systems and ICT

The Central Systems and ICT capital programme has a 2021/22 delivery plan of £12.656m. The final outturn position is £7.952m, a variance of -£4.704m.

Details of the main variances are as follows:

Migration to Oracle Cloud from the current e-business suite Oracle platform has slipped delivery of -£1.600m, along with the recently approved Oracle fusion contingency scheme which sees slippage of -£3.048m. Though additional delivery budget was approved in February 2021 there have been delays in completion of various technical components of the project which have led to supplier milestones being delayed for sign off and this resulted in slipped delivery of the increased budget. As payments are tied to key sign off points these have also been delayed. We expect the programme to be complete in the autumn of 2022 and all expenditure to have been committed and paid by this point.

The libraries ICT project has slippage of -£0.156m with no expenditure in year. Libraries were unable to obtain the equipment needed in year due to supply issues and so expenditure is now expected in 2022/23.

The Microsoft Office 365 project has slippage of -£0.063m following LCC receiving a credit from licenses which will be used in future years on implementation of extra functionality.

Offsetting this is additional delivery on the new fleet management system project totalling £0.130m where money has been spent on a required replacement system, and additional delivery on the document handling service replacement hardware and new software project totalling £0.023m on replacing printing and mail equipment.

Adults Social Care (Adults)

The Adults capital programme has a 2021/22 delivery plan of £17.313m. The final outturn position is £16.773m, a variance of -£0.540m.

The disabled facilities grant (DFG) is capital funding for the provision of home adaptations to help older and disabled people to live as independently and safely as possible in their homes. The 2021/22 DFG allocation was £16.715m and this was received and fully passported to district councils to distribute during the first half of the year.

The extra care grant allocation for Preston, was designed to contribute to new independent living homes specifically for people over the age of 55 with varying care needs. The legal agreement was due to be executed in 2021/22 however additional delays have arisen, and it is now expected that the contribution £0.540m will now be finalised in 2022/23 as the scheme itself is complete.

The inpatient detoxification grant was a one-year funding scheme which aimed to increase medically managed inpatient detoxification capacity and stabilise this provision in the treatment system for drug and alcohol users. Funding of £0.058m was received in-year and has been paid in full to the provider.

Corporate property

The Corporate – Property capital programme has a 2021/22 delivery plan of £11.439m. The final outturn position is £7.852m, a variance of -£3.587m.

The corporate property block oversees Capital spend on the range of property programmes within LCC's portfolio. An overview of these programmes is given below:

Bowgreave Rise programme

The project to replace Bowgreave Rise Residential Care Home, providing affordable extra care schemes for older people and supported housing apartments for younger adults with disabilities, has a slipped delivery variance in 2021/22 of -£1.178m. It is still anticipated that the construction work will be completed in 2022/23.

Great Harwood North Cliffe, Overnight Short Break Unit

The construction of a new overnight short break unit providing purpose-built units to meet the diverse needs of the users has progressed despite bad weather delays over winter. There is a slipped delivery variance of -£0.568m which is forecast to be utilised in full in 2022/23 with completion of the project expected in quarter 1.

Covid Secure Visiting Facilities

The programme of covid related property works had remaining funding of £0.138m from the initial allocation from 2020/21. The work at all the sites was completed in the year at an outturn of £0.128m, the remaining -£0.010m recorded as an underspend against the programme.

Salix decarbonisation

A new programme was established for decarbonisation schemes at Burnley, Leyland and Garstang libraries. Work at Garstang is now complete and handed over, the remaining two sites have been hampered by the delay in delivery of the required heat pumps causing slipped delivery of -£0.183m. Work is due to be completed in early 2022/23.

Burnley Short Breaks Unit Extension

Work is now complete on the project to improve the capacity of the Burnley adults short breaks unit after lockdown delays in prior years. An underspend of -£0.029 is reported.

Building condition programme

The delivery plan for the programme was set at £2.162m with 62 projects forecast to be worked on in the year. The major projects within the programme include roofing works at County Hall BMU which have now been completed. This created £0.020m of additional delivery from previous slippage against its delivery target of £0.124m for 2021-22. The mechanical works at Chorley neighbourhood centre are completed with a potential underspend of £0.007m once the defects period is completed. The replacement of chiller units within the CCP site is also complete with the system now in operation, an underspend variance of -£0.096m is reported which will be returned to the building condition budget to finance future schemes. All the programme's budget has been allocated but there is a remaining contingency of £1.376m. A small number of projects were initially restricted by access issues and, following a review, some have been put on hold increasing the forecast slipped delivery to -£1.190m, offset by additional delivery variances of £0.406m.

Works to Operational Premises

The delivery plan for this programme of works was set at £1.018m with 21 projects forecast to be worked on in the year. Over the programme, -£0.191m of underspends were recorded, and although -£0.503m of works will slip into 2022/23 a further £0.204m of projects planned for 2022/23 were undertaken ahead of schedule.

Of the major schemes, those to facilitate the transfer of the Civil Enforcement Officers to LCC alternative accommodation at both Lancaster and County Hall, have been completed incurring £0.051m and £0.059m respectively. The work to repair the Burnley Queen Street Mill has been finalised, spending £0.070m of the £0.160m delivery budget, and this annual underspend has been returned to the

works to operational premises budget for future use. In addition, the project to replace the sluice rooms at Bowgreave Rise has also been completed ahead of schedule costing £0.084m and creating additional delivery of £0.044m.

The 2022/23 programme approved in February 2022 includes an amount of £14.7m for works on a portion of the property portfolio with a further £15m in 2023/24. These costs resulted from the quinquennial surveys of a fifth of our portfolio and relate to urgent or priority one types of works. There is a potential ask (£30m) on each of the remaining four fifths of the portfolio which is not affordable in the long term so property rationalisation or reorganisation is required to reduce this liability. Work is ongoing around this area with results due to be reported in summer to feed into the budget setting process in Autumn for 2023/24.

Electric vehicle charging points at LCC Sites

A new programme of £0.215m to begin installing Electric Vehicle charging points at LCC sites was approved, of which £0.120m was added to the 2021/22 delivery budget to cover the sites at Hapton Network fleet depot and Bamber Bridge. Only £0.014m was incurred in 2021/22 in initial preparations, but this slippage of -£0.106, plus the remaining £0.095m, is forecast to be spent in full in 2022/23

Economic Development

The Economic Development capital programme has a 2021/22 delivery plan of £11.989m. The final outturn position is £13.900m, a variance of £1.911m.

Expenditure on the Samesbury Enterprise Zone, which on completion will be a national centre of excellence for advanced engineering and manufacturing, rose to £4.501m in 2021/22, a net additional delivery variance of £0.162m. The final works to zone C are expected to be completed in summer 2022 which will allow progression to work on Zone A, the subsequent area to be utilised.

A contribution to the Brierfield Mill scheme, which has created offices, apartments, and leisure schemes in the redeveloped site, has a slipped delivery variance of £0.407m. It is now expected that the remaining contribution will be finalised in 2022/23. The annual contribution to the City Deal of £1.295m from the Economic Development Programme was made earlier in the year although it is now forecast that the remaining contribution towards the expansion of the Lomeshaye Industrial Estate of £1.500m will be made next financial year after been held up in 2021/22 by the delays in progress on site due to lockdown.

The Cuerden Strategic Site was given a delivery plan of only £0.200m in 2021/22 for consultancy, however some initial design fees were also incurred creating £0.023m of additional delivery. The bulk of the revised work remains forecast to take place in future years and will also include the newly announced Farrington Cricket Facility.

Work on the submission of the Business Case for The Eden North project in Morecambe utilised £0.151m in 2021/22 in completion of this first stage of the process, a slipped delivery variance of -£0.231m. The £125m project is set for completion in 2024 in partnership with the Eden project, Lancashire Enterprise Partnership, Lancaster City Council and Lancaster University.

South Lancaster Growth Catalyst (SLGC)

The SLGC capital programme has a 2021/22 delivery plan of £4.100m. The final outturn position is £1.676m, a variance of -£2.424m

In October 2021 a collaboration agreement was signed between Lancaster City Council and Lancashire County Council for a long-term collaboration which will develop south Lancaster to stimulate growth in the region. The agreement plans to deliver c10,000 homes and use the developer contributions alongside agreed grant funding from the Homes England (HE) to develop new and existing highways infrastructure.

Work has been on-going on the design for the agreed early deliverable projects, and HE agreed a 2021/22 budget of £4.100m to cover these initial costs. However, there were some delays in issuing contracts for design and early supplier contract works that were a direct implication of the delay in signing the collaboration agreement. Whilst these works are now underway, there has been slipped delivery of -£2.424m this year. Homes England are aware the delay and have a revised cash flow to mitigate this as works progress. This cash flow will be mirrored in the 2022-23 delivery plan.

Vehicles

The Vehicles capital programme has a 2021/22 delivery plan of £3.999m. The final outturn position is £4.709m, a variance of £0.710m

In 2021/22 the Vehicles capital programme has overseen delivery of thirty-two vans, four cars, two pick-up trucks, one semitrailer, four excavators, one tipper truck, one traffic management vehicle, three mobile library vehicles, four snowploughs, one arm mower, eighteen accessible minibuses, fifteen conversion minibuses, two tandem rollers and two woodchippers.

There is a slipped variance of -£0.615m relating to nine vehicles (five vans, three trucks and one mobile library). These schemes slipped due to staff shortages and reduced factory operating hours due to the impact of COVID19, these vehicles are forecast to be delivered in 2022/23. There has also been slippage of the unallocated funding totalling -£0.034m that has been reallocated to schemes expected to be delivered in 2022/23.

The scheme for eighteen accessible minibuses has an additional delivery variance of £0.923m. The full scheme was originally anticipated to be part-delivered this financial year and the remainder delivered in 2022/23, however some minibuses have been delivered earlier than expected. The same applies for the scheme for twelve vans, which has had additional delivery of £0.084m. There has also been additional delivery of £0.022m for four snowploughs, £0.055m for two pick-up trucks, £0.214m for two Hamm tandem rollers and £0.069m for two woodchippers which were all initially anticipated to be delivered in 2022/23.

Transforming Cities Fund (TCF)

The TCF capital programme has a 2021/22 delivery plan of £5.788m. The final outturn position is £2.801m, a variance of -£2.987m.

A slippage variance of -£2.987m has been reported. This is mainly due to unexpected ground condition issues slowing the progress on the Corporation Street phase of the project. This in turn delayed the work on the more spend intensive phases of construction on transforming ringway as early as we had planned. Delays in the agreement on the revised spend profile for Cottam Parkway and the technology package were also an issue. With these issues now resolved, work is expected to catch up within 2022/23 and fall in line with the revised spend profile agreed with the department for transport (DfT).

Section D – County Fund Balance, Reserves and Provisions Revenue Reserves as at 31st March 2022

Table 4 below shows the summary position for revenue reserves as at 31st March 2022:

Table 4

Reserve Name	Opening balance 2021/22	2021/22 Expenditure	2021/22 Forecast transfers to/from other reserves	2021/22 Closing Balance	2022-23 Forecast Exp	2023-24 Forecast Exp	2024-25 Forecast Exp	Forecast closing balance 31 March 2025
	£m	£m	£m	£m	£m	£m	£m	£m
County Fund	-23.437	0.000	0.000	-23.437	0.000	0.000	0.000	-23.437
SUB TOTAL - COUNTY FUND	-23.437	0.000	0.000	-23.437	0.000	0.000	0.000	-23.437
Strategic Investment Reserve	-4.810	0.486	0.132	-4.192	2.906	0.286	0.000	-1.000
COVID-19 Reserve	-11.914	0.866	0.000	-11.048	9.857	1.036	0.154	-0.001
Downsizing Reserve	-5.642	0.188	0.000	-5.454	1.410	2.022	2.022	0.000
Risk Management Reserve	-6.290	2.013	0.000	-4.277	3.689	0.000	0.000	-0.588
Transitional Reserve	-201.755	-13.690	-0.332	-215.777	30.046	4.552	2.719	-178.460
Business Rates Volatility Reserve	-5.000	0.000	0.000	-5.000	0.000	0.000	0.000	-5.000
Service Reserves	-72.154	-36.792	0.200	-108.746	59.389	17.760	17.131	-14.466
Treasury Management Valuation Reserve	-13.778	-7.136	-15.403	-36.317	0.000	0.000	0.000	-36.317
Treasury Management Reserve	-15.403	0.000	15.403	0.000	0.000	0.000	0.000	0.000
SUB TOTAL - LCC RESERVES	-336.746	-54.065	0.000	-390.811	107.297	25.656	22.026	-235.832
Non-LCC Service Reserves	-16.195	-0.870	0.000	-17.065	0.965	3.076	0.456	-12.568
SUB TOTAL - NON LCC RESERVES	-16.195	-0.870	0.000	-17.065	0.965	3.076	0.456	-12.568
GRAND TOTAL	-376.378	-54.935	0.000	-431.313	108.262	28.732	22.482	-271.837

The County Fund shown at the top of Table 4 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 has a County Fund balance of which remains unchanged at £23.437m at the end of 2021/22.

The table above shows that the forecast value at the end of 2024/25 of the uncommitted Transitional Reserve following the 2021/22 outturn is £178.460m. This is a better position by £620,000 compared to that reported to Full Council in February, due to additional contributions being made in 2021/22 offset by an increase in commitments for 2022/23 and 2023/24.

The closing balance of the Transitional Reserve as at 31st March 2022 has improved by £4.027m when compared to the forecast reported at Full Council in February. The main reason for this is due to the improvement in the underspend position that has been subsequently transferred to the transitional reserve.

There has been no further need to call on the Transitional Reserve to support the 2021/22 budget, with an agreed contribution to reserves made as part of the 2021/22 budget of £3.860m. The table below shows the available balances for each future financial year and most importantly the forecast available funds to support the budget gap in future years. However, the uncertainty surrounding the impact of the current pandemic and the continued uncertainty around the future of local government funding inflationary uplifts and cost of living concerns will lead to further savings having to be made.

Table 5

	2022/23	2023/24	2024/25
Opening Balance	215.777	166.887	131.787
Gap funding	18.844	30.548	41.349
Commitments	30.046	4.552	2.719
Closing balance	166.887	131.787	87.719

Provision for Bad and Doubtful Debts

In addition to general provisions against known liabilities the Council maintains a provision against bad and doubtful debts. For 2021/22 there has been a decrease in the provision of £9.601m (54.34%).

	Opening Balance as at 1 April 2021 £m	In Year Changes £m	Closing Balance as at 31st March 2022 £m
Corporate Bad Debt Provision	-17.668	9.601	-8.066

General Provisions

General Provisions which are set aside for specifically quantified liabilities such as insurance claims. Movements in general provisions are summarised in the table below:

	Opening Balance as at 1 April 2021 £m	In Year Changes £m	Closing Balance as at 31st March 2022 £m
Adult Services - Safeguarding	-0.968	-	-0.968
Adult Services – General	-1.852	-1.718	-3.570
Financial Resources	-0.044	0.042	-0.001
Energy/fuel cost increases	-	-3.820	-3.820
Business Rates Appeals	-9.749	3.703	-6.046

Municipal Mutual Insurance (MMI) Provision	-2.749	-	-2.749
Insurance Provision	-22.915	-8.382	-31.297
Highways Provision	-0.200	-0.100	-0.300
Facilities Management Provision	-0.499	0.029	-0.470
PFI Payments	-1.095	-0.500	-1.595
Grand Total	-40.072	-10.746	-50.818

The table above contains both long- and short-term provisions held at the end of the 2022/23 financial year. A review of all provisions has been undertaken with several removed as they are no longer required. In addition, where new provisions are required, or increases were needed to existing provisions then the required action has been taken.

Section E – Conclusion on the County Council's Financial Health

Whilst the revenue outturn position for 2021/22 presented within the report is positive in headline terms, as an underspend has been achieved and a contribution to reserves in-year rather than the need to support a structural funding gap it must be recognised that 2021/22 has been another highly unusual year due to the pandemic. There have been multiple grants provided by the government to support costs incurred by local authorities, which includes delayed delivery of savings. It is anticipated that there will be no further government grants for the pandemic awarded. The County Council is forecast to have a financial gap of £41.439m by 2024/25.

Over the period of the medium-term financial strategy there is a structural funding gap that will need to be addressed. Currently there are sufficient reserves to support the forecast gap through to 2024/25 and beyond but the intention is that further savings will be identified to reduce the requirement from reserves in 2023/24.

The forecast funding gap is predicated on the achievement of all agreed savings, and any undelivered or delayed savings will further increase the gap. In 2022/23 services will need to deliver £29.589m of previously agreed savings to stay within their budget envelope which includes those delayed from previous years. These savings are a combination of efficiencies, demand management, income generation and a reduction in some services. Whilst the support available from reserves presents a positive position, there is a continued financial risk.

The availability of reserves to support recent revenue budgets has been enabled by good financial stewardship. The council has a track record of delivering positive outturn positions in most years through strong financial management, including delivering the majority of savings that have been agreed in budget cycles.

Positively this has continued in 2022/23 with the revenue underspend resulting in a much lower net reduction in reserves than was originally budgeted for. As part of the Money Matters report for quarter 1, detailed work will be undertaken to determine the extent to which any of the underspending areas represent structural underspends not yet fully adjusted for within the MTFs for future years,. Similarly, overspending areas are also being reviewed to determine the extent that it is recurrent and not reflected in the MTFs, with an updated position to be reported to Cabinet in the quarter 1 money matters update.

The proportion of the council's revenue budget spent on key demand led areas continues to increase and remains a challenge as a result of the ageing population and increasing demand, despite the application of the adult social care precept. The other significant area of demand is children's social care. There are also significant financial risks associated with the current cost of living crisis.

The remaining reserves are forecast to be sufficient to enable a balanced budget to be set until 2024/25, however it is critical that further proposals are developed to address the funding gap. To address this work is underway to identify proposals for the 2023/24 budget.

As with any such plan, the medium-term financial strategy contains a number of assumptions within future year forecasts reflecting a number of unknown elements in relation to the future funding of local government. In particular for this year the uncertainty around inflation, energy costs and general cost of living rises creates additional uncertainty.

The government's aim to introduce a new fair funding formula and 75% business rates retention have been further delayed. We await confirmation of whether these changes will be implemented in 2023/24 or further delayed. As a result of these factors the impact on the council's funding envelope is unknown but will become clearer over the coming months and at this stage, we still anticipate a spending review and longer-term (potentially 3-year) financial settlement in the autumn.

Report to the Cabinet

Meeting to be held on Thursday, 9 June 2022

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

Electoral Division affected:
(All Divisions);

Corporate Priorities:
Delivering better services;

Procurement Report
(Appendix 'A' refers)

Contact for further information:

Rachel Tanner, Tel: (01772) 534904, Head of Service - Procurement,
rachel.tanner@lancashire.gov.uk

Brief 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 construction of Cottam Parkway Railway Station, Preston.

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'.

Detail

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

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

Where approval has been received from 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 contained within this report.

Implications:

This item has the following implications, as indicated:

Financial

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

List of Background Papers

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

<p>Procurement Title Cottam Parkway Railway Station</p>
<p>Procurement Option Open Procedure compliant with the Public Contract Regulations 2015</p>
<p>New or Existing Provision A new provision</p>
<p>Estimated Annual Contract Value and Funding Arrangements The total estimated spend of the contract is £15m.</p> <p>Funding for this project has been obtained from the Transforming Cities Fund.</p>
<p>Contract Duration The expected contract duration is 18months.</p>
<p>Lots This agreement will not be divided into lots.</p>
<p>Evaluation The agreement will be established by evaluating Contractors against the following criteria:</p> <p>Stage 1: mandatory and discretionary grounds to ascertain suppliers' financial, technical capability and ability to demonstrate their experience in operating in compliance with Industry standards. Each tenderer must pass this stage in order to proceed to stage 2.</p> <p>Stage 2: the tender bids will be evaluated on a weighted questionnaire covering technical and quality (including social value) and a weighted contract price and schedule of rates.</p> <p>The expected weighting for this project will be:</p> <p>70% Quality and Technical: The weighting reflects the importance of appointing a quality supplier that has the knowledge and expertise to undertake the construction phase of the project. The early appointment will enable the contractor to provide advice during the design phase utilising their experience and knowledge of the latest construction methods to ensure that the construction phase can be completed at the optimum price.</p> <p>30% Price: At this early stage with design the contractor would not be able to present a verifiable estimate of the works cost. For the purpose of the contract, the contractor will provide target costings.</p>
<p>Background</p> <p>Cottam Parkway new railway station will be situated on the north-west side of Preston between Lea Road and Sidegreaves Lane. The new station will provide extra transport options for people travelling to and from the city centre, open up new opportunities for business and leisure journeys, and increase access to the mainline rail services.</p>

The new station will also help to reduce congestion in Preston city centre through providing Park & Ride options by train. The station will serve existing residential areas, as well as areas of the city where new homes are being built.

Access provided by the [Preston Western Distributor Road](#) and the new M55 junction will help the station to serve a much wider area.

The Construction of the station will include:

- The construction of the railway station which will include a booking and information office, toilets, full accessibility including a footbridge and lifts to link the platforms.
- Construction of a free to use car park facility with an estimated 250 spaces, electric charging points, mobility and motorcycle spaces and bicycle storage.
- Construction of an access road, inclusive of canal bridge, from Cottam Link Road (under construction due for completion spring 2023) to the station car park and extending to a new junction on Lea Road.

Contract Detail

The Authority is seeking to appoint a single Contractor to construct the elements of the project identified above.

As part of the contract the Contractor will undertake the provision of the canal bridge on a design and build basis within constraints to be provided and collaboration with the county council as adopting authority. Similarly, elements of the railway station will be undertaken on a design and build basis in collaboration with the county council its framework consultants and Network Rail.

The contract will be NEC4 Engineering and Construction Contract.

Report to the Cabinet

Meeting to be held on Thursday, 9 June 2022

Report of the Head of Service - Planning and Environment**Part I**Electoral Division affected:
Preston City;**Corporate Priorities:**
Protecting our environment;**Broadgate Cycle Optimised Protected Signals Junction Upgrade**

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

Contact for further information:

Chris Hadfield, Tel: (01772) 530485, Project Manager,
christopher.hadfield@lancashire.gov.uk**Brief Summary**

This report outlines proposals to upgrade the junction of Broadgate, Fishergate Hill, Strand Road and Liverpool Road in Preston to improve walking and cycling facilities through the introduction of Cycle Optimised Protected Signals design with associated measures.

Public engagement, consultation and formal advertising of the proposals has been undertaken with a small number of objections received.

This is deemed to be a Key Decision and the provisions of Standing Order C20 have been complied with. Compliance with Standing Order C19 was not possible as the details of the proposals had not been finalised at the time of publication of the statutory Notification of Key Executive Decisions.

Recommendation

Cabinet is asked to approve:

- (i) Junction improvements for cycling and walking at the Broadgate junction with Liverpool Road (Appendices 'A' and 'C' refer).
- (ii) Construction of a cycle track for cycle use only in and around the junction, and of a footway which is for on foot only around the junction, together with construction of shared use cycletrack, the removal of existing carriageway and

footway at the junction and areas of planting to introduce the Cycle Optimised Protected Signals design (Appendices 'A' and 'C' refer).

- (iii) The making of associated Orders for reconfigured parking, waiting and loading arrangements on Fishergate Hill, introduction of a 20mph speed limit and a one-way restriction on Fishergate Hill filter lane -U4369 (Appendix 'A' refers).
- (iv) Rumble Strips, road humps (40mm high) and parallel crossing on Fishergate Hill filter lane (Appendix 'A' refers); and
- (v) Bus stop clearways on Broadgate and Fishergate Hill (Appendix 'A' refers).

Detail

Following the completion of a bidirectional cycle track between Broadgate junction and Cop Lane junction in 2021, the county council has recently undertaken a consultation on proposals to upgrade the Broadgate junction. Funding has been secured through the Department for Transport Active Travel Fund (Tranche 2).

This proposed scheme is also consistent with emerging work on the county council's Local Cycling & Walking Infrastructure Plan for the central Lancashire area. The funding has several conditions attached, one of which is to comply with new design guidance produced by the Department for Transport for new cycling provision (referred to by the Department as 'LTN 1/20'). This compliance is confirmed.

The proposed scheme is supported in principle by the county council's transport policy (Actively Moving Forward: A Ten-Year Strategy for Cycling and Walking, 2018) which aims to double the number of people cycling by 2028. The scheme is consistent with the aims of the Department for Transport policy 'Gear Change – A Bold Vision for Walking and Cycling' (2020).

Broadgate junction and the newly built Penwortham to Preston Cycle Superhighway route has been identified by the Council as a route where people have a high propensity to cycle if good facilities are in place (using the Department for Transport's Propensity to Cycle Tool). Additionally, this east-west route is met at the Broadgate junction by the Guild Wheel heading north-south, which is a popular walking and cycling route, which forms part of the National Cycle Network, having approximately 100,000 users each year.

The junction at Broadgate currently presents a major potential conflict point for pedestrians and cyclists along the route from Penwortham to the city centre which it is recommended requires mitigation. Consequently, Broadgate junction is an obstacle to the completion of high-quality designated cycling provision along with discrete pedestrian provision linking Penwortham and South Ribble to Preston and ultimately a barrier to increasing active travel in Lancashire.

Broadgate junction has been designed to be a Cycle Optimised Protected Signals junction, which is a new junction type which separates pedestrians and cyclists from

motorised traffic, reducing the risk of collisions or conflict. The award-winning concept was first developed by Transport for Greater Manchester and this junction will be the first of its kind in Lancashire and amongst the first to be delivered in the UK.

The main feature is an external orbital cycle track which circles the junction protecting cyclists from general traffic, whilst allowing everyone to use the junction safely (see Appendices A and C for design details). Pedestrians have their orbital footway. Cyclists can make a right turn at the junction by orbiting the circulatory cycle track, protected from traffic, and are able to complete multiple carriageway crossings in one phase. All potential conflicts between cyclists and motorised traffic will be signalled to ensure separation and safety. Separate signals for pedestrians and cyclists will reduce any conflict between pedestrians and cyclists.

The orbital cycletrack and orbital footways and approach sections of shared use cycletrack will be constructed on highway sections where existing carriageway and footway sections will be removed. Their removal is not considered problematic as the new cycletrack and footway lengths will offer enhanced spaces for safe use and the carriageway width is still able to accommodate vehicular traffic. Areas of planting will lie between the new cycletrack and footway (Appendix 'C' refers).

The scheme also enhances the Guild Wheel by enabling its users to more safely navigate the junction. The proposed design includes a 2-way cycle crossing along the alignment of the Guild Wheel route to remove the need for cyclists heading south to circle the junction.

Reconfiguration of the junction to provide the upgraded pedestrian and cycle facilities includes the removal of filter lanes from three out of four corners, where two of these currently provide little to no benefit to traffic. The filter lane on Fishergate Hill will be realigned to reduce traffic speeds and improve the pedestrian environment outside the medical centre and neighbouring businesses. The reallocation of road space to walking and cycling will result in a reduction of highway capacity through the junction, however, this will be managed through the optimisation of the traffic signals.

A slight disbenefit to drivers, such as reduction in carriageway capacity, is a typical consequence of active travel schemes where road space reallocation has taken place to "meaningfully alter the status quo" (a requirement of the funding for the scheme). A degree of driver disbenefit complements the introduction of active travel infrastructure by acting as a behavioural change mechanism to encourage alternative travel choices such as the switch to walking and cycling.

Equally, a reduction in motor traffic resulting from modal shift may have a positive impact on journey times across the wider network. The upgrading of the Broadgate junction will support the Department for Transport's longer-term objective to help deliver significant health, environmental and congestion benefits by reducing the number of vehicles on the road through the promotion of active travel. The anticipated impact of the scheme is an increase in the number of walking and cycling journeys along this key corridor as safety improvements unlock latent demand. The schemes objectives will be actively monitored as part of the scheme's evaluation.

Consultation

Consultation has been delivered through a two-stage process – a public engagement carried out in November/December 2021 and a formal public consultation held in April 2022.

The public engagement was open from 16 November 2021 until 18 December 2021 and aimed to raise awareness of the scheme with residents, businesses and other stakeholders. Letters were sent to approximately 2,500 properties, a VMS (variable message sign) was displayed at the junction and Council officers visited local businesses to specifically explain the changes being made to parking arrangements and public realm around the shops at the bottom of Fishergate Hill. The engagement invited the public, businesses and statutory consultees to provide comments on the scheme in principle.

Results from the engagement were encouraging, as fewer than 10% of responses received were negative about the proposed designs. There were a range of queries related to the scheme, which can be viewed in a 'Q&A' on the county council's website (copy contained in Appendix 'B').

Extensive engagement has also been carried out with multiple Visually Impaired Organisations in addition to the county council's Social Care Day Centre in close proximity. An Equality Impact Assessment has been carried out. Consequently, officers felt reassured to move the scheme forward through to formal public consultation.

The formal public consultation was undertaken for a period of 28 days between 1 and 29 April 2022 where letters were sent to approximately 2,500 properties, notices erected around the junction, an advert in the local paper and a press release from the Council, including 3D visualisation and supporting documents listed on the county council's website.

The formal consultation invited the public and consultees to comment on the scheme in principle, in addition to the specific proposals for:

- the reconfigured parking, waiting and loading arrangements on Fishergate Hill (U4369);
- the one-way traffic system on Fishergate Hill (U4369), in a south-westerly direction;
- the 20mph speed limit on Fishergate Hill (U4369);
- the road humps (40mm high) and parallel crossing on Fishergate Hill (U4369 & C329);
- the bus stop clearway on Broadgate (west side of the carriageway);
- the bus stop clearway on Fishergate Hill (C329) (north side of the carriageway); and
- the bus stop clearway on Fishergate Hill (C329) (south side of the carriageway).

The consultation resulted in a limited number of concerns being raised, along with a small number of queries. All consultation responses that required a reply have been responded to and our answers to all queries and concerns have been added to the 'Q&A' section on the county council's website (www.lancashire.gov.uk/roads-parking-and-travel/active-travel-schemes/penwortham-to-preston-cycle-superhighway/). A copy of objections/adverse comments from both engagement and formal consultation are set out in Appendix 'B'. Officer comments on said adverse comments are included at Appendix 'B' and it is advised that the objections raised do not undermine the benefits of proceeding with the proposed changes set out in this report. Therefore, it is recommended that Cabinet approve the proposals as recommended.

Implications:

This item has the following implications, as indicated:

Risk management

Should the Broadgate Cycle Optimised Protected Signals junction upgrade identified in this report not be implemented, pedestrians and cyclists traveling between Penwortham and Preston will be required to negotiate a section of infrastructure with greater potential for conflict with vehicles. Reducing vehicle speeds on Fishergate Hill (U4369) would have to be separately considered to reduce the risk of serious injury to pedestrians and cyclists. By not improving the most significant road crossing on Preston's Guild Wheel cycle route, there is a risk that pedestrians and cyclists may be deterred from using the route, which would impact on both local and national congestion, air quality, health and economic growth targets.

Financial

The estimated cost of the proposals detailed in this report is £1,832,000. This would be fully funded as part of the Active Travel Fund (Tranche 2) programme. This grant funding has been secured from Department for Transport, with the understanding that we will deliver the scheme as described in our bid. If works are not delivered in accordance with funding conditions, the Department for Transport reserves the right to recall awarded funding which could also have reputational damage.

Legal

There is a general power of improvement in S62 Highways Act 1980.

In addition, The Highways Act 1980 Section 65 states:

"(1) Without prejudice to section 24 above, a highway authority may, in or by the side of a highway maintainable at the public expense by them which consists of or comprises a made-up carriageway, construct a cycle track as part of the highway; and they may light any cycle track constructed by them under this section. (2) A highway authority may alter or remove a cycle track constructed by them under this section."

The orbital cycle track in this proposal is one for cyclists only and cycle track approach sections are for cyclists and pedestrians as shown in Appendix 'C'.

New areas of footway are proposed and S66 Highways Act 1980 gives the authority the necessary power to construct footways. The power to plant within the highway is in S96 Highways Act 1980.

Some areas of existing carriageway and footway will be removed under the proposal and these changes have to be properly considered.

Footways can be removed under S66 Highways Act 1980. Care should be taken that pedestrians still have a safe area.

Prohibition of Waiting and Loading restrictions are provided under the Road Traffic Regulation Act 1984. Section 1 sets out the reasons in which a traffic authority can 'make' a traffic regulation order. In this matter, clause 1, subclause (a), (c) and (f) apply.

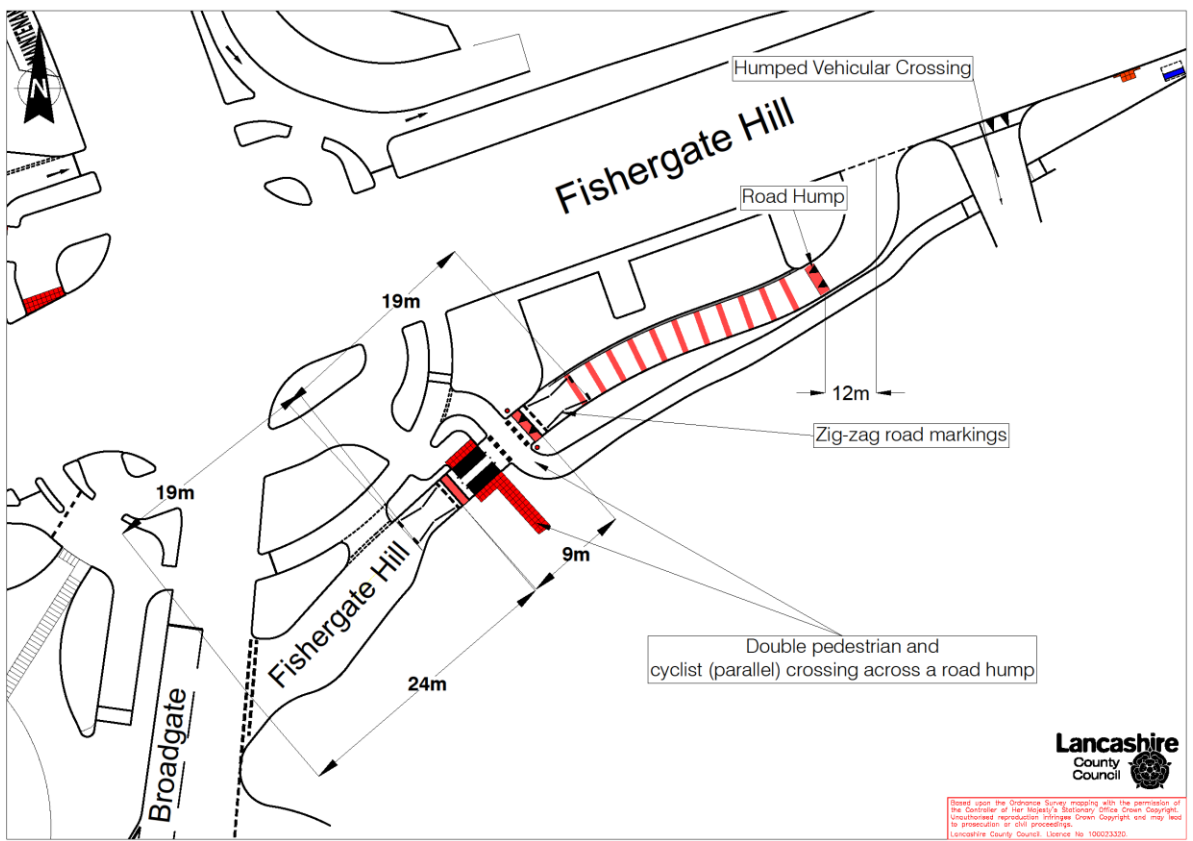
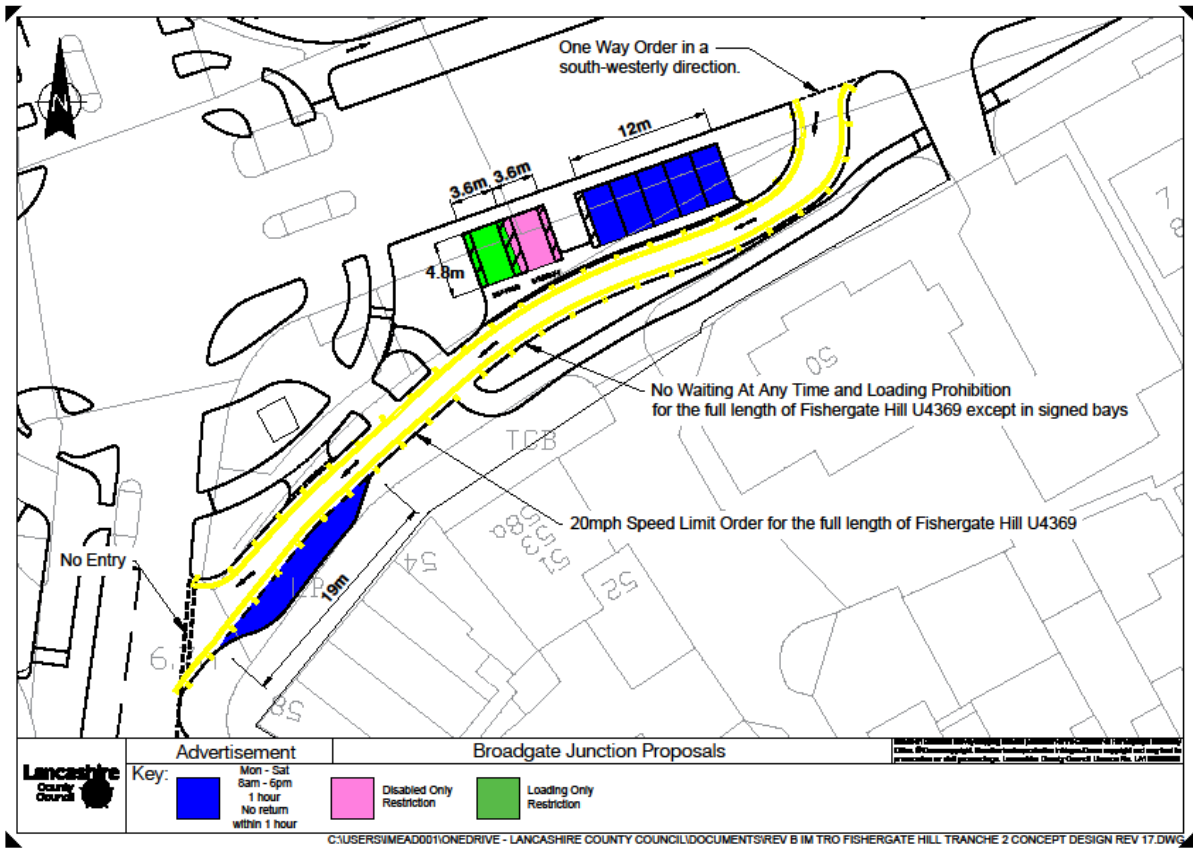
As a highway authority, the Council has powers to implement road humps in accordance with The Highways (Road Hump) Regulations 1999 and to install perception bars and a bus layby buildout under The Highways (Traffic Calming) Regulations 1999. Legal issues and other considerations are detailed in the report.

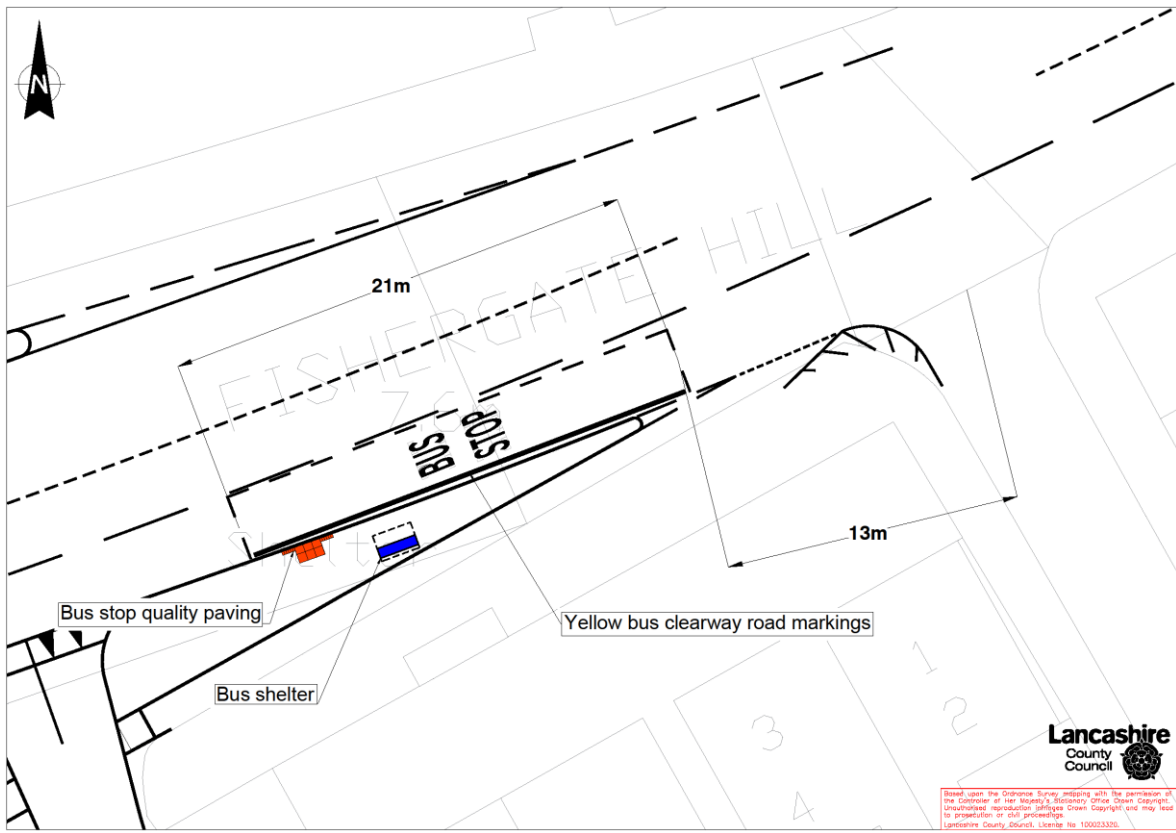
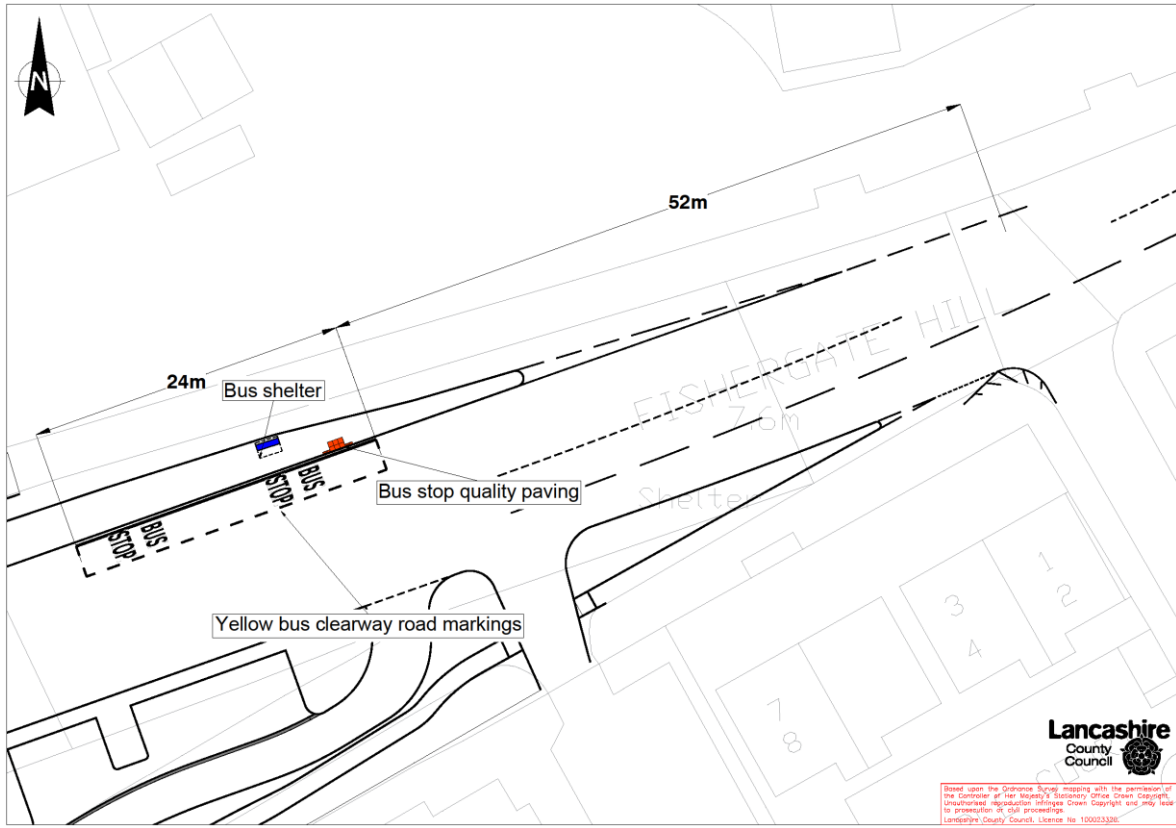
List of Background Papers

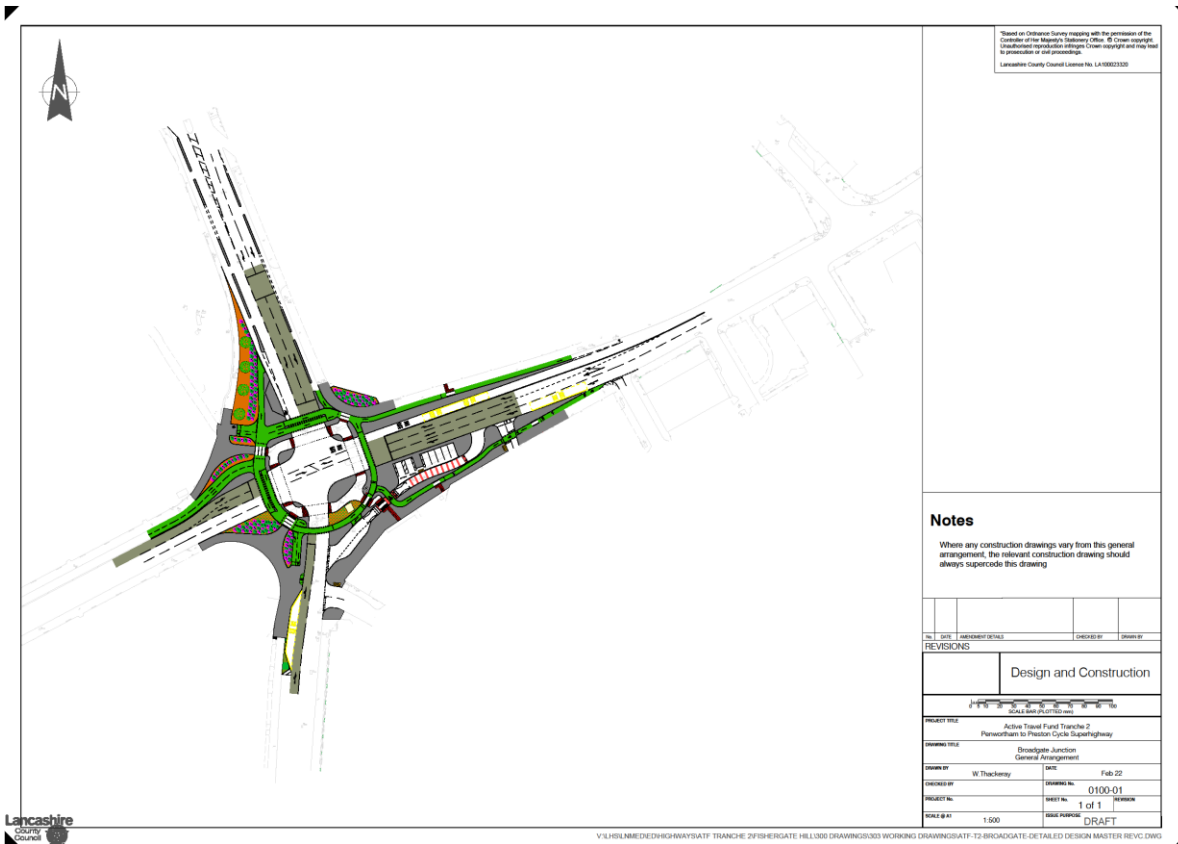
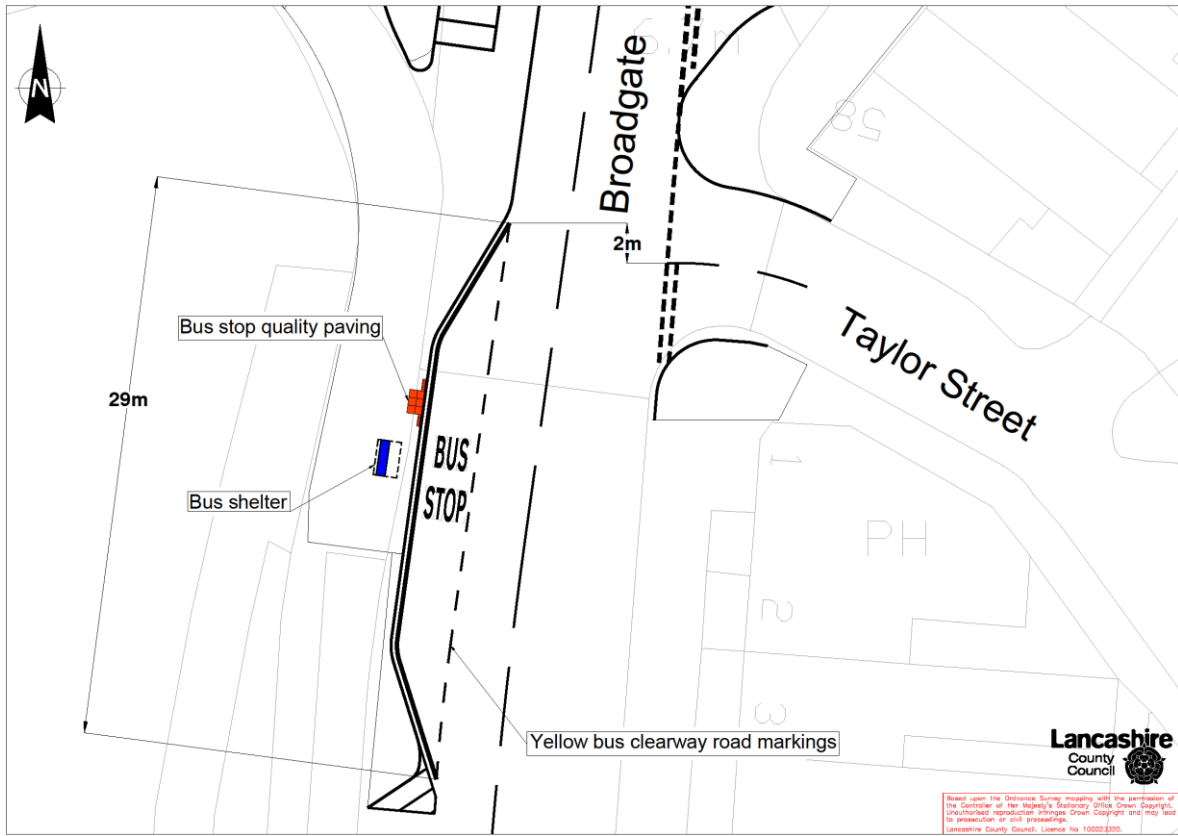
None

Reason for inclusion in Part II, if appropriate

N/A







Broadgate Junction Improvement Q&A

All the questions below were submitted through our public engagement campaign, which took place in Nov-Dec 2021. If you have any more questions relating to the Broadgate Junction Improvement scheme that have not been answered below, then please get in touch at LSTR@lancashire.gov.uk and we will do our best to provide an answer and update this page. **Updates below following formal public consultation that took place in April 2022.**

What provisions are in place for those without sight or hearing? Tactile paving will be used to identify crossing points and standard crossing infrastructure with spinning tactile cones on control boxes will be used at all signalised crossings. We have engaged with the local Visual Impairment Forum to help us understand the potential issues with this innovative junction design and have made a number of design revisions based on their feedback.

At the moment, there is a filter to turn left onto Strand Road. Will that still be there after the works? If not, will I still be able to turn left? The left turn filter to Strand Road from Liverpool Road will be removed but making the left turn will still be permitted.

Is there going to be provision for access for emergency services if there is no access turning right from the road? The only prohibited right turn (as is currently the case) is from Broadgate heading up Fishergate Hill, which in the new design will be signed as a Bus Gate. The Traffic Regulation Order (TRO) for the Bus Gate will allow access for buses, pedal cycles and emergency services vehicles performing statutory duties.

Will the improvements impact on traffic build up/congestion? Through the reallocation of road space, the scheme aims to encourage a shift from journeys by private car to more sustainable modes such as walking and cycling which will bring health, environmental and economic benefits. The volume of traffic that can pass through the junction will be impacted by the removal of the left turn filter lanes, which will mean that left turning traffic will share a lane with traffic going straight on. An increase in people travelling more sustainably will result in less traffic passing through the junction, however, through the optimisation of signals timings, we are aiming to reduce the impact on vehicular traffic as much as possible.

When are the works planned to be carried out? We are aiming to be on site in Autumn '22.

How long do you intend the works to take? We are developing the detailed construction programme, but we current estimate that the construction will take four to five months.

How will it impact access to Broadgate and beyond? We will aim to minimise the impacts on the local community as far as possible, but there will be some disruption during the construction. If access is restricted at any time, there will notices published and diversion routes in place. Once the scheme is complete access to Broadgate will be unaffected by the junction improvement.

Will it be impacted by the flood defence work? I.e. access? We are engaging with the Environment Agency to ensure that local arrangements are coordinated to reduce the impact on the local community whilst both projects are completed.

Will loading and unloading for the businesses be affected? Currently there are no dedicated loading bays, so if the parking spaces are full, then delivery vehicles often stop in the carriageway to unload, causing safety concerns and delay. The new design provides a dedicated loading bay but delivery vehicles may also use the parallel parking spaces directly outside the shops.

Will the customer parking directly outside of the shops be affected? The total number of parking spaces available will increase by one but how the spaces are arranged will change, with some spaces

moving from being parallel parking to bay/perpendicular parking. Two of the realigned spaces will be allocated to specific users, with a loading bay and a disabled parking bay.

Will the parking near to the doctors, the chemist and the shops be affected as it would be a shame to lose them? Parking will be improved (total number of spaces increased), whilst speeds will be greatly reduced, which will improve access to these facilities by making the area safer and more attractive.

Will cyclists have more priority than pedestrians? No. The CYCLOPS junction concept ensures that all modes are separated as much as possible to prioritise safety. Pedestrians actually take priority over cyclists in most areas, by having mini-zebra crossings, as pedestrians are the most vulnerable road users.

Will the cycle lanes be wide enough to accommodate cargo bikes? Yes. Cycle lane widths have been designed in accordance with best practice guidance in order to accommodate cargo and adapted bikes.

Will there be provision for planting wildflowers or bushes for example? Yes. There is some soft landscaping included as part of the scheme. **Updated May '22 - Overall the scheme should see an increase in 'green' space around the junction and a diversification of the plant species in situ (rather than just grass verges), which should help to encourage a wider range of fauna to inhabit the area, whilst also improving the appearance.**

Do the cycle paths have to be the green ones used elsewhere? Yes. This helps to define the spaces for different modes and is part of building a consistent cycling network in Lancashire.

Will there be additional signage to warn road users of cyclists and pedestrians? Motorists will be directed by standard traffic signals. Pedestrians and cyclists will be separated from vehicular traffic and crossing points will be controlled by the same traffic signals system to avoid potential conflict. Due to the fact that this CYCLOPS junction design will be the first of its kind in Lancashire, we are planning to provide extra signage, above national standards, to ensure that all road users are aware of each other.

Isn't the whole scheme just a waste of money? No. As part of the bidding process to get funding for the scheme, we had to assess the Benefit Cost Ratio (BCR) of delivering the scheme, which came out at over 2.5 (ie. for every £1 spent, there will be £2.50 worth of benefits), which central government guidance classifies as offering 'High' value for money.

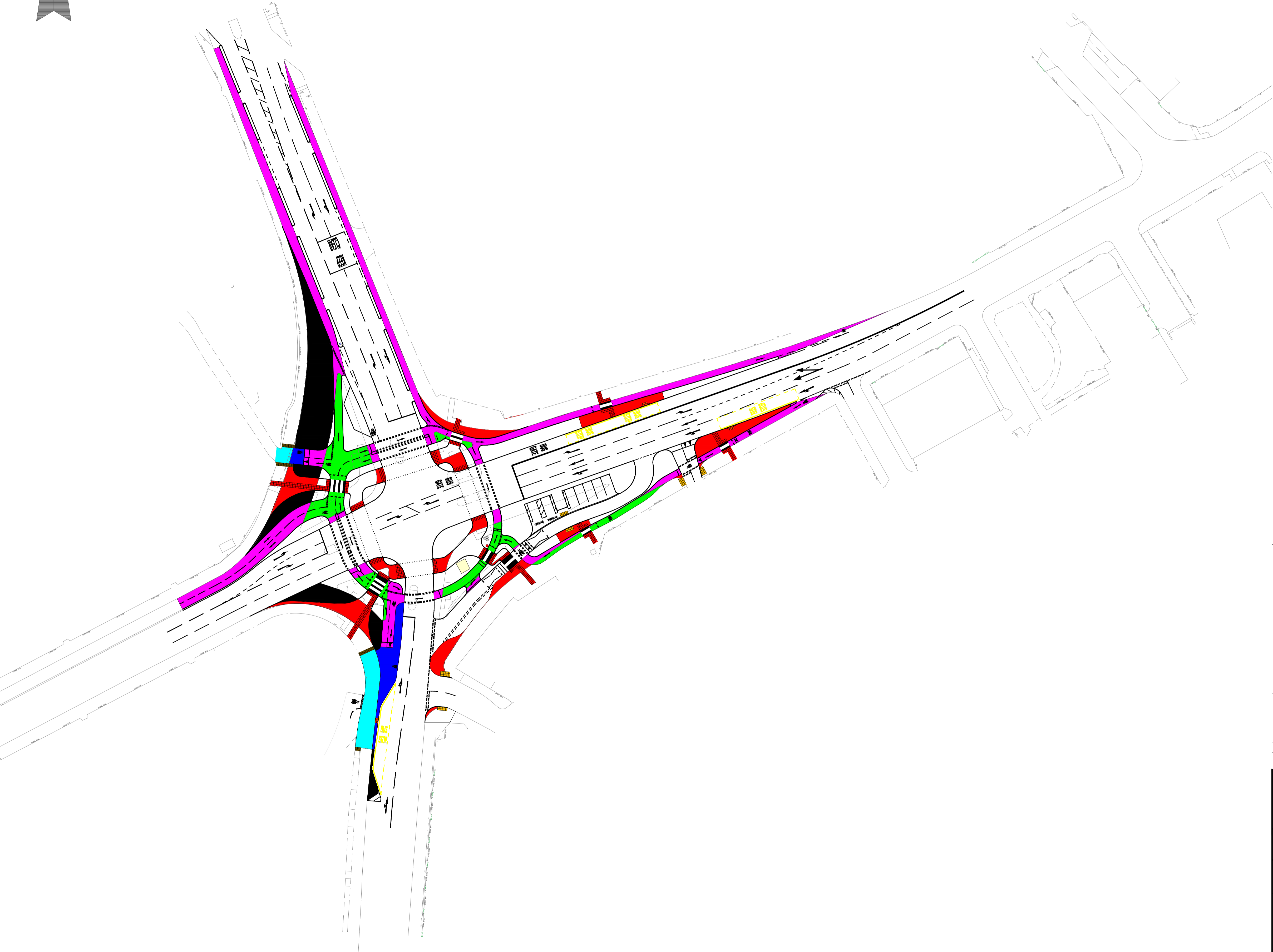
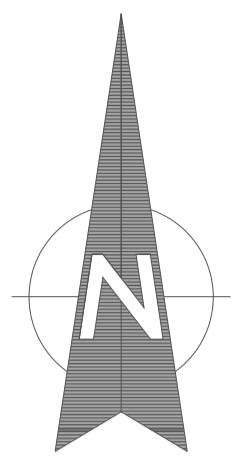
Why can't the money be used to improve the existing roads (potholes)? Funding for this scheme is coming directly from the Department for Transport's Active Travel Fund, which means that it must be spent on specific walking and cycling schemes.

Will spending all this money encourage people to walk and cycle more? Evidence suggests that one of the main reasons why people don't walk and cycle more is that they don't feel safe. The CYCLOPS junction design will improve safety by separating pedestrians, cyclists and vehicular traffic, whilst managing the points where conflicts might occur. Our analysis concludes that the implementation of this scheme will generate an uplift in walking and cycling numbers.

Why are you wasting money on speed bumps that are terrible in every way? Road humps are a vital road safety tool used to control speeds. When used on 20mph/30mph roads they have been shown to reduce injury accidents by 60% (DfT – LTN1/07 Traffic Calming Guidance). The average economic impact of an injury accident is over £100,000 (DfT – data set RAS60, 2020), so the funding invested in this scheme will not be wasted.

Will the businesses along that slip road suffer due to the restrictions and problems in parking this scheme will create? Evidence from schemes around the UK and world suggest that by improving the public realm immediately around businesses, then takings increase. Improving the environment for walking and cycling around a business has been shown to increase shopping footfall by over 40% (DfT – Cycling and Walking Investment Strategy).

*Based on Ordnance Survey mapping with the permission of the Controller of Her Majesty's Stationary Office. © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings.
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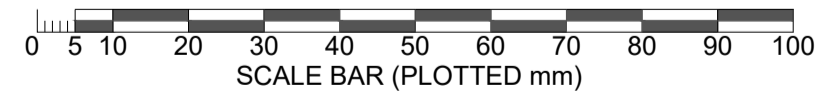
- Removal of Footway and Implementation of Cycle Track without Public Right Of Way On Foot
- Removal of Carriageway and Implementation of Cycle Track without Public Right Of Way On Foot
- Removal of Carriageway and Implementation of Footway
- Removal of Carriageway and Implementation of Cycle Track with Public Right Of Way On Foot
- Implementation of Cycle Track with Public Right Of Way On Foot
- Removal of Carriageway

Notes

Where any construction drawings vary from this general arrangement, the relevant construction drawing should always supercede this drawing

No.	DATE	AMENDMENT DETAILS	CHECKED BY	DRAWN BY
REVISIONS				

Design and Construction



PROJECT TITLE		Active Travel Fund Tranche 2 Penwortham to Preston Cycle Superhighway	
DRAWING TITLE		Broadgate Junction Designation of Footway, Carriageway and Cycle Track	
DRAWN BY	W.Thackeray	DATE	May 22
CHECKED BY		DRAWING No.	0100-02
PROJECT No.		SHEET No.	1 of 1
SCALE @ A1	1:500	REVISION	
		ISSUE PURPOSE	

Report to the Cabinet

Meeting to be held on Thursday, 9 June 2022

Report of the Head of Service - Inclusion**Part I**Electoral Division affected:
(All Divisions);**Corporate Priorities:**
Caring for the vulnerable;**Developing Provision for Children and Young People with Special Educational Needs and Disabilities**

(Appendices 'A' to 'E' refer)

Contact for further information:

Sally Richardson, Tel: 07920086432, Head of Inclusion
sally.richardson@lancashire.gov.uk**Brief Summary**

This report provides the outcomes of formal consultations that have been carried out in relation to proposals to create Special Educational Needs (SEN) units attached to two primary schools and one secondary school. Cabinet is asked to consider whether to give final approval to the development of these three Special Educational Needs units. The three Special Educational Needs units would provide places for up to 32 primary age children and 16 secondary age children and young people. The Special Educational Needs unit being proposed at the secondary school is part of a larger school expansion.

The results of feasibility studies and informal consultations to expand and increase the number of school places in two special schools are also provided. Cabinet is asked to approve the publication of statutory notices and the initiation of formal consultation needed to make changes to the two schools.

In addition, the report includes information in relation to a proposal to create a free special school for primary aged pupils presenting with social, emotional and mental health needs in a partially occupied building on the same site as Castle View Primary School in Lancaster. Cabinet is asked to approve the initiation of the process required to establish a new school.

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) Consider the results of formal consultations, and to approve the creation of a Special Educational Needs unit at Fleetwood Chaucer Primary School, St Francis of Assisi Roman Catholic Primary School, Skelmersdale and St Augustine's Roman Catholic High School, Billington, near Clitheroe, and note that the development of a Special Educational Needs unit at St Augustine's Roman Catholic High School, if approved, is part of a larger school expansion that received Cabinet approval in April 2022.
- (ii) Consider the results of the informal consultation to expand and increase the number of school places at Thornton Cleveleys Red Marsh School and Lostock Hall Moor Hey School, and to approve the initiation of the formal consultation process.
- (iii) Approve the undertaking of the process to establish a new school in Lancaster for primary aged pupils presenting with social, emotional and mental health needs, in accordance with the updated Department for Education 'Establishing a New School: Free School Presumption' guidance and associated framework.

Detail

Special Educational Needs Units

In September 2021, Cabinet gave approval for the initiation of feasibility studies and informal consultations in relation to the development of Special Educational Needs units at nine different mainstream schools. The informal consultations for these schools were completed in November 2021.

Proposals for the development of Special Educational Needs units at two primary and one secondary school were taken forward for formal consultation further to approval by the Executive Director for Education and Children's Services in consultation with the Lead Member for Education in February and March 2022.

The statutory notices were published, and the formal consultations carried out between 30 March and 10 May 2022 in respect of Fleetwood Chaucer Community Primary School, between 23 March and 3 May 2022 in respect of St Francis of Assisi Roman Catholic Primary School, Skelmersdale and between 24 March and 4 May 2022 in respect of St Augustine's Roman Catholic High School, Billington near Clitheroe. A public meeting was held at each school during the consultation period: 20 April 2022 for Fleetwood Chaucer Community Primary School, 21 April 2022 for St Francis of Assisi Roman Catholic Primary School and 27 April 2022 for St Augustine's Roman Catholic High School.

The formal consultations were conducted in accordance with the statutory guidance for making prescribed alterations to schools that has been provided by the Department for Education.

Formal consultation responses:

- 8 responses were received for Fleetwood Chaucer Primary School, of which 88% agreed with the proposal.
- 5 responses were received for St Francis of Assisi Roman Catholic Primary School, of which 80% agreed with the proposal.
- 15 responses were received for St Augustine's Roman Catholic High School, of which 67% agreed with the proposal.

Supportive comments by respondents generally made reference to the need for the Special Educational Needs Provision and the benefits it would bring to the schools.

The limited number of negative comments by respondents referred to the impact of any possible negative behaviours on children and young people already in school, and the effective safeguarding of the children and young people with special educational needs.

A summary of results for each of these consultations is set out at Appendix 'A'.

Cabinet is asked to give final approval for the development of a Special Educational Needs unit for up to sixteen pupils with social communication and interaction needs at Fleetwood Chaucer and St Francis of Assisi Roman Catholic primary schools. Building work is not required for either school. It is anticipated that places will become available for pupils from September 2022.

Cabinet is asked to give final approval for the development of a Special Educational Needs unit for up to sixteen pupils with cognition and learning (with associated speech and language difficulties) needs at St Augustine's Roman Catholic High School. The Special Educational Needs unit will be part of the expansion of the school agreed by Cabinet on 7 April 2022 and will be able to take pupils from September 2023.

Expansion of Special Schools

In September 2021, Cabinet gave approval to initiate informal consultation processes to expand and increase the number of special school places through the creation of satellite units across the county.

Thornton Cleveleys Red Marsh School is a school for children and young people with learning difficulties between the ages of 2 and 19 years. In November 2021, Cabinet gave final approval for the creation of separate 'satellite' provision to expand Thornton Cleveleys Red Marsh School, to increase the number of special school places in the school from 94 to 124, to ensure school places were available as from January 2022. There continues to be a need for special school places in the north of the county, and it is now requested to expand this satellite provision further by increasing the total number of places at the second site by another 20, therefore

increasing the total population of the school to 144. The 'satellite' provision is located 2.3 miles away in what was an unoccupied school building that is on the same site as Northfold Community Primary School.

The informal consultation with interested parties, including families, staff and the governing bodies of both Thornton Cleveleys Red Marsh School and Northfold Community Primary School with respect to this further expansion was carried out between 22 March 2022 and 3 May 2022. This period of consultation included a meeting for all interested parties on 22 April 2022.

Lostock Hall Moor Hey School, which is a special school for pupils between the ages of four and 16 years with generic learning difficulties, also submitted a proposal to expand the school. In the original proposal, it was anticipated that some of the increased pupil places would be achieved through the development of 'satellite' provision. The proposal is now to increase the number of special school places at the school by 20, by building additional classrooms on the existing school site which would enable an increase in the number of pupils on roll from 127 to 147. It is proposed that ten places be made available in accommodation already under construction, and another ten places will become available in the future. These increases equate to an increase in the number of places by more than 10%, which is subject to statutory consultation processes due to it being considered as a significant change to the school.

This school is also proposing to change its name from Lostock Moor Hey School to Applebee Wood Community Specialist School. The governing body is in the process of amending the Instrument of Government, in line with regulation 30 of the School Governance (Constitution) (England) Regulations 2012.

The informal consultation with interested parties, including families, staff and the governing bodies of Lostock Hall Moor Hey School was undertaken between 22 March 2022 and 3 May 2022. This period of consultation included a meeting for all interested parties on 28 March 2022.

Very few responses were received with respect to either consultation and all respondents 'tended to agree' or 'strongly agreed' with the proposals.

Cabinet is asked to approve the initiation of the statutory proposals and formal consultation process in respect of Thornton Cleveleys Red Marsh School and Lostock Hall Moor Hey School.

Creation of a New School

Current Position

There are six state-funded special schools for children presenting with social, emotional and mental health needs in Lancashire. Four of these schools are for secondary aged pupils and two are for primary aged pupils. None of these special schools for children with social, emotional and mental health needs are located within the Lancaster/Morecambe area.

Currently there are 41 children between the ages of five and eleven who live in the north of the county and who attend independent or non-maintained special schools for pupils presenting with social, emotional and mental health needs. The annual cost of this is £1.7m. The average cost of a maintained special school place for a primary aged child with social, emotional and mental health needs in Lancashire is £20k and therefore the additional cost to the high needs block for these pupils is circa £1m a year.

There are 54 secondary aged pupils living in the north area of the county who attend independent or non-maintained special schools for pupils presenting with social, emotional and mental health needs. The overall cost of this each year is £2.3m.

Clearly the demand and costs associated with educating secondary aged pupils presenting with social emotional and mental health needs are greater than those for primary aged pupils. The building being proposed as the site for the new school is linked to rooms that will be used for a private nursery and is adjacent to a mainstream primary school. The proposed site is therefore considered to be more suitable for a special school for primary aged rather than secondary aged pupils.

Presumption Process for Establishing a New School

The Education Act 2011 changed the arrangements for establishing new schools and requires that, where a local authority identifies the need for a new school in its area, including special schools, it must seek proposals to establish an academy via the presumption process. The process of establishing a new school was adopted by Cabinet in June 2020 and can be found in Appendix 'E'.

Proposal

It is proposed the new free school would be in the former Firbank Children's Centre, currently on the same site as Castle View Primary School in Lancaster. The primary school is in a separate building to Firbank Children's Centre. Castle View Primary School is due to convert to an academy on 1 July 2022, when it will become part of the Cidari Multi Academy Trust and at this point will have its own defined site and external area. This proposal to use the Firbank Children's Centre building to develop a new free school for primary aged pupils with social, emotional and mental health needs has been discussed with the chief executive officer of Cidari Multi Academy Trust.

The main rooms of Firbank Children's Centre are occupied by a private nursery, which has requested relocation to an annex attached by a link corridor to the main part of the children's centre building. It is proposed the new free school occupies the main part of the children's centre building and that the nursery occupies the annex. The nursery and the new free school will have separate entrances and the link corridor will not be used. The nursery and the new free school will have dedicated external play areas that would not be accessible to the other party.

It is anticipated it would be possible to adapt the main part of the building to create six classrooms and to use two other smaller rooms for pupils who require smaller teaching groups and so provide accommodation for up to 52 pupils.

Approval was given by Cabinet in September 2021 for '*the initiation of a consultation as part of the process to establish a new free school in an area where it is identified this will be required through the sufficiency strategy and the potential for expansion in existing schools is not possible*'.

Further to a potential site and building having now been identified for this new school. Cabinet is asked for approval to undertake the process to establish a new school in Lancaster for primary aged pupils presenting with social, emotional and mental health needs, in accordance with the updated Department for Education 'Establishing a New School: Free School Presumption' guidance and associated framework.

This item has the following implications, as indicated:

Financial:

Under the presumption route the local authority is responsible for providing the site for the new school and for delivering the capital programme for building the new school. It is the Department for Education's expectation that the site be made available free or on a peppercorn basis by the local authority to the trust. The local authority is also responsible for meeting the associated capital and pre/post-opening revenue costs.

Should it be agreed that a new school is established it will need to be determined which elements are funded in the capital project and which elements are to be funded from revenue budgets. Consultation with the Schools Forum will need to be undertaken to determine the criteria and forum policy to be applied in relation to the start-up costs that are to be funded from the Schools Block of the Dedicated Schools Grant. Within the consultation, it may be necessary to amend the Schools Forum policy criteria for allocating growth funding to new schools in their pre and post opening periods. As growth funding criteria is checked each year for compliance by the Education and Skills Funding Agency, any amendments to the current criteria will need to be confirmed before a new school is commissioned.

The establishment of a new school should only be approved where there is a high degree of certainty on financial viability and therefore a feasibility study and associated risk assessment will need to be completed in collaboration with the Schools Forum, as part of the engagement and consultation stage of the presumption process.

In addition, the feasibility study will need to determine the cost of the building works for the adaptations proposed. The provisional allocation of high needs provision capital allowance from the Department for Education has been announced at £12.1m for 2022/23 and £13.9m for 2023/24. This provides a total of £26m, a proportion of which can be used to fund this programme.

There is no building work required to create the Special Educational Needs units at St Francis of Assisi Catholic Primary School and Fleetwood Chaucer Community Primary School. The funding required for the Special Educational Needs unit at St Augustine's Roman Catholic Primary School has already been allocated from the

Asset Management Service: a capital strategy which includes an overall allocation of approximately £10m for the Special Educational Needs and Disability (SEND) sufficiency strategy. This comprises £3,479,553 Special Provision Capital Funding, £4,724,149.55 of High Needs funding and the remainder from Basic Needs funds.

The provisional allocation of £26m high needs provision capital allowance from the Department for Education identified above can also be used to support the further development of the 'satellite' provision that is attached to Thornton Cleveleys Red Marsh School.

High needs funding within the dedicated schools grant supports provision for children and young people with special educational needs and disabilities. This funding enables local authorities to meet their statutory duties under the Children and Families Act 2014 and would be used to provide revenue funding as it is for other specialist provision in maintained and academy special schools.

HR Implications

If the expansion of Thornton Cleveleys Red Marsh School and Lostock Hall Moor Hey School is approved, staff may be required to move between the school site and the satellite site. It is not envisaged that this would be problematic for staff affected. Staff will/have been consulted on the proposal so that any concerns raised can be addressed.

Risk management

The county council and partners across education, health and care are required to work together to plan for and meet the needs of children and young people who have special educational needs and disabilities, in line with the Special Educational Needs and Disabilities Code of Practice 2014.

If the decision was not to proceed with the proposals contained within the report, the risk would be insufficient places and potential for increased costs out of area. This proposal mitigates the risk of this and the Council failing in its duty to provide sufficient school places.

Equality and Cohesion

The Equality Impact Assessments for Fleetwood Chaucer Primary School, St Francis of Assisi Roman Catholic Primary School and St Augustine's Roman Catholic High School are set out at Appendices 'B', 'C' and 'D' respectively.

This proposal impacts on both the age (young people) and disability protected characteristics of the Equality Act 2010 and is designed to contribute positively to the Public Sector Equality Duty's general aim of advancing equality of opportunity and its related aim of increasing participation in public life for these children and young people, their families and carers.

The initial review of provision in Lancashire that informed the Special Educational Needs and Disability (SEND) Sufficiency Strategy and the further review in June

2021, indicated there were fewer children and young people educated in mainstream schools in Lancashire than nationally. There were also more children educated in specialist provision and secondary alternative provision in Lancashire than nationally, and therefore the demands on high needs block funding are significant.

The lack of access to supported provision in mainstream schools and to local specialist provision of particular designations and for those with the most complex needs is resulting in some children and young people travelling to schools outside their community.

Property Asset Management

The Special Educational Needs units being proposed at Fleetwood Chaucer Primary School and St Francis of Assisi Roman Catholic Primary School will be provided within accommodation within the current footprint of the existing school buildings and therefore no planning permission is required.

The Special Educational Needs unit being proposed at St Augustine's Roman Catholic High School is part of a larger school expansion agreed by Cabinet on 7 April 2022.

Planning permission has been obtained by the Lostock Moor Hey School and all building works are being funded from within the school's own resources and managed by the school.

The development and use of a 'satellite' site associated with Thornton Cleveleys Red Marsh School was approved by Cabinet in November 2022. The building is on a school site, has previously been used as a school, and the accommodation would be provided within the current footprint of the building: no planning permission will be necessary.

List of Background Papers

Paper	Date	Contact/Tel
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None

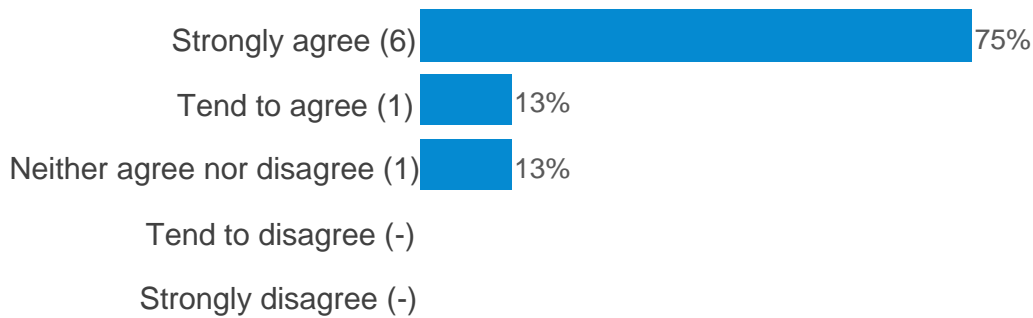
Reason for inclusion in Part II, if appropriate

N/A

Fleetwood Chaucer SEN Unit Formal Consultation - March 2022

How strongly do you agree or disagree with this proposal?

Please select one option only



Why do you say this?

Please type in the box below

My son has Sen needs at the moment and I know the struggle so I think this is a really good idea. My children go to Chaucer and it's a really good school.

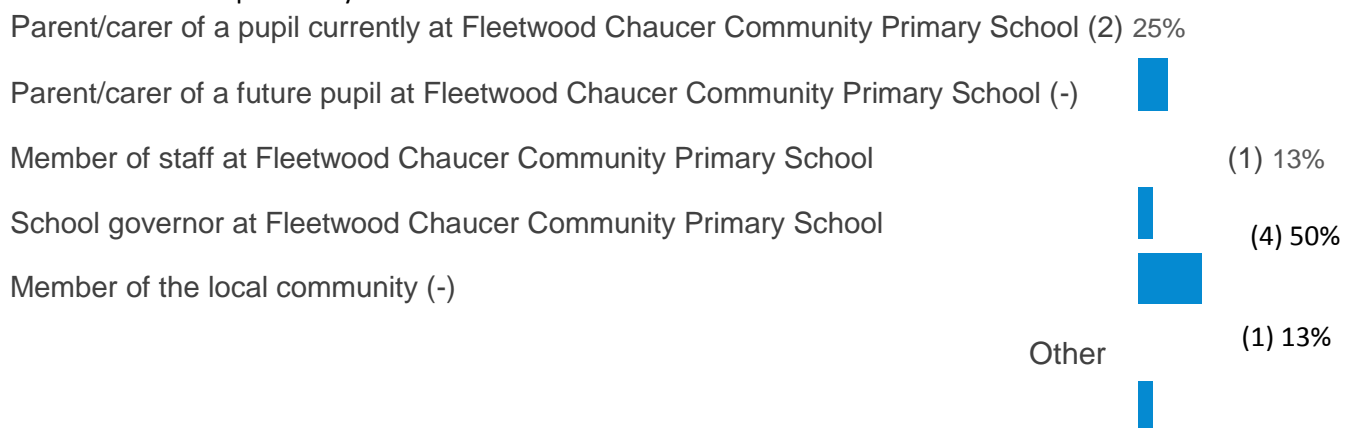
Since the global pandemic, Chaucer has provided great support for children with additional and behavioural needs. The school has a fantastic support network for their children and families, therefore I strongly agree with an SEN unit dedicated to the children who are most at need.

I support the goals of this program to help these young children get the support they need.

Because Chaucer School are uniquely capable of delivering the service.

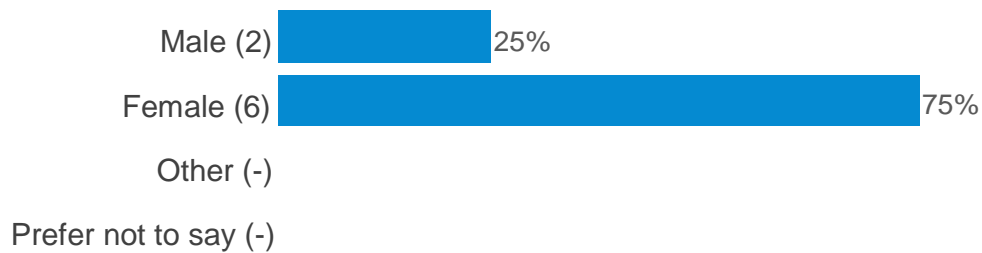
Are you responding to this proposal as...?

Please select one option only



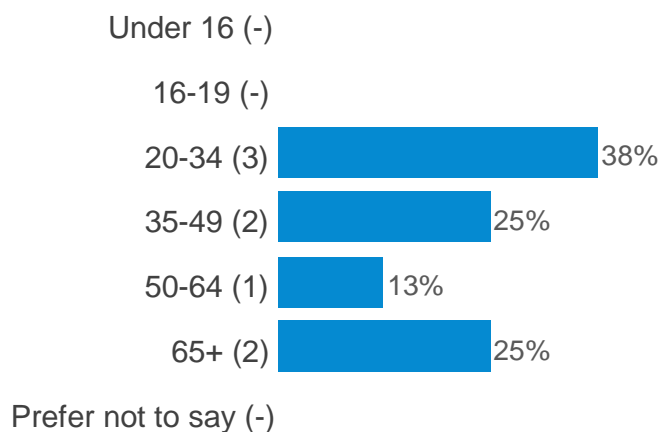
Are you...?

Please select one option only



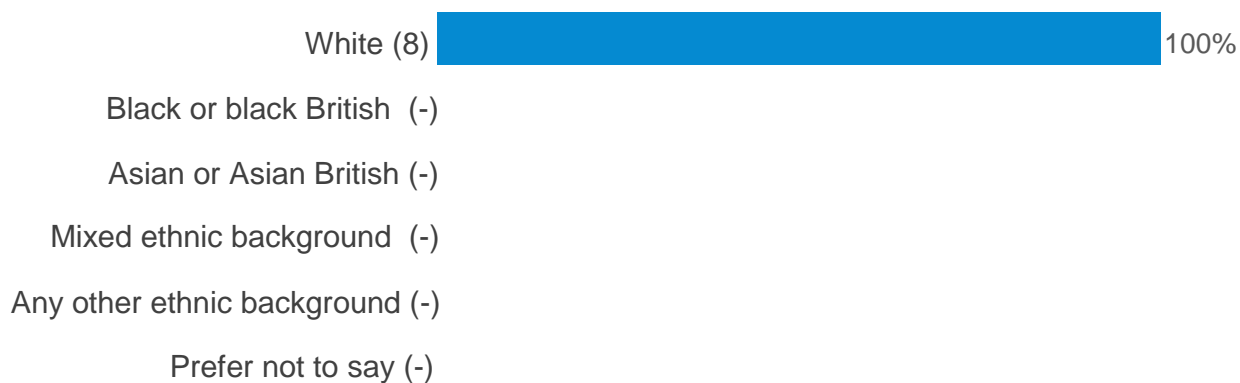
What was your age on your last birthday?

Please select one option only



Which of the following best describes your ethnic background?

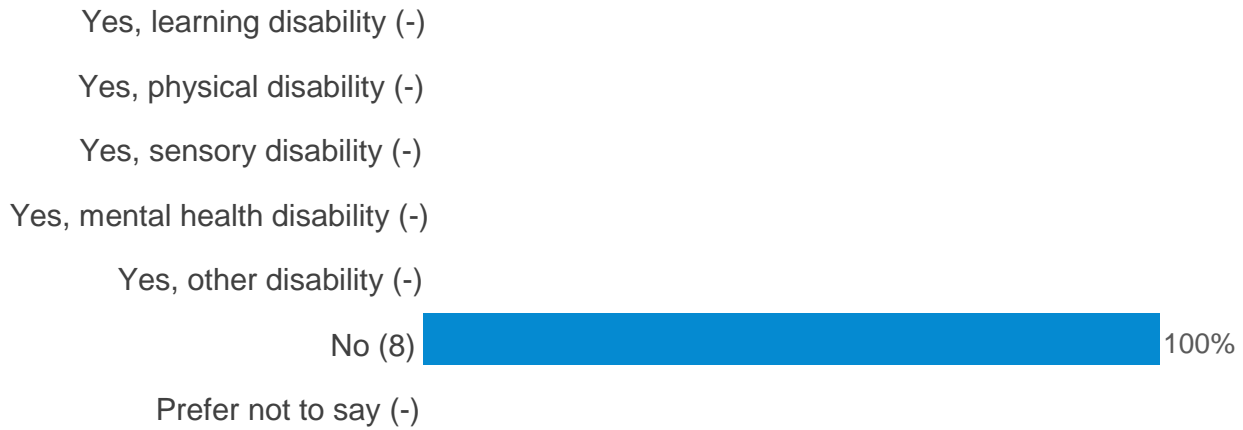
Please select one option only



Are you a deaf person or do you have a disability?

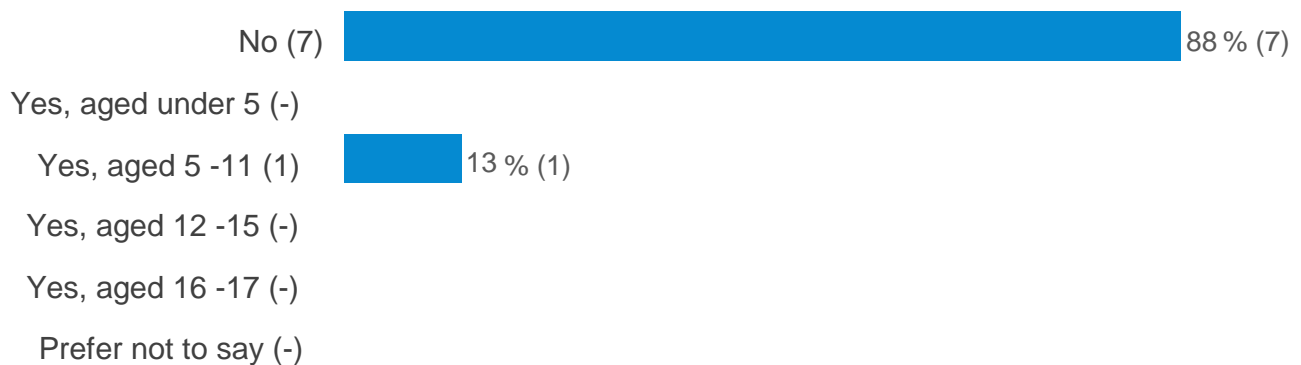
The Equality Act 2010 defines a disabled person as someone who has a physical or mental impairment, which has a substantial and long term adverse effect on his or her ability to carry out normal day-to-day activities.

Please select as many as apply



Are there any children or young people in your household with special educational needs?

Please select as many as apply



What is your home postcode?

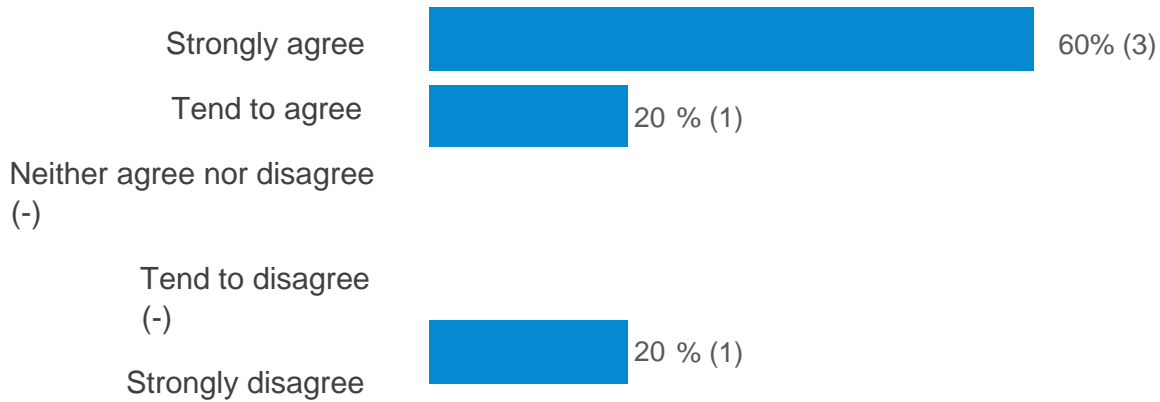
Please type in the box below

Fy7 7lx FY7 7DN
Fy68gw Fy7 8nr
Fy4 2ee FY7 6QZ
FY7 6QL

St Francis of Assisi, SEN Unit Formal Consultation - March 2022

How strongly do you agree or disagree with this proposal?

Please select one option only



Why do you say this?

Please type in the box below

They fail the children that have send needs that are there as it is what makes them think that they can provide a unit like this for them to fail more children with send needs, I'm still trying to sort the mess they made out my children's education and there still failing my other child's sends needs do not put more children through this please.

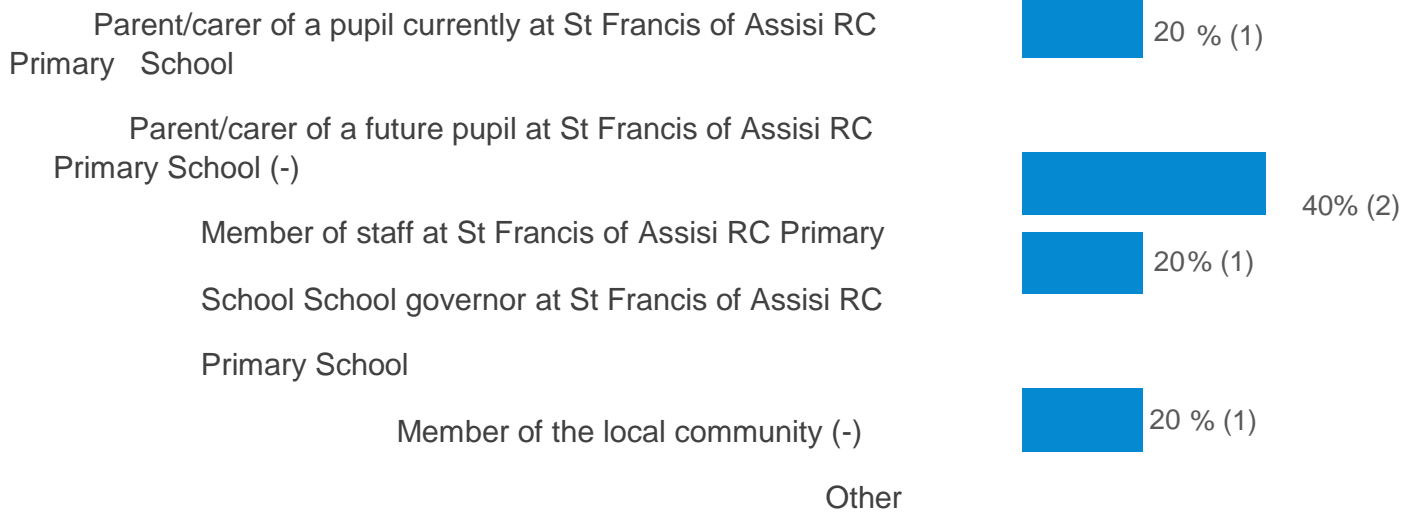
I believe it will benefit the school, children and community by having a well connected Sen unit within the school.

I believe a SEND unit will be a valuable addition to our school. We are an inclusive school and value each child as an individual. So this unit will fit in with our ethos. It will be good for staff and children of both unit and school to learn from one another. SEND placements are very much needed and if the unit caters for children in the local area so much the better.

I think that there is a need within the area for an SEN unit.

Are you responding to this proposal as...?

Please select one option only

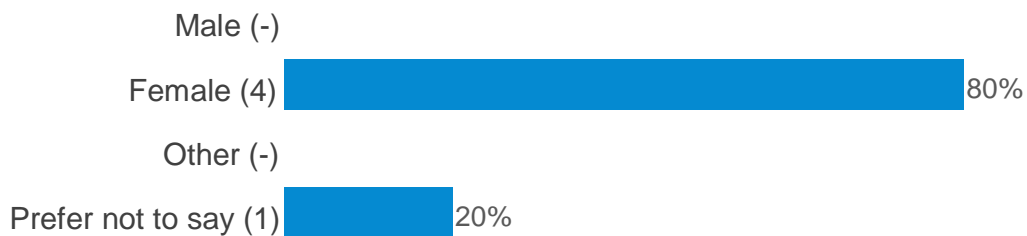


Please type in the box below

Mother of current and ex pupils

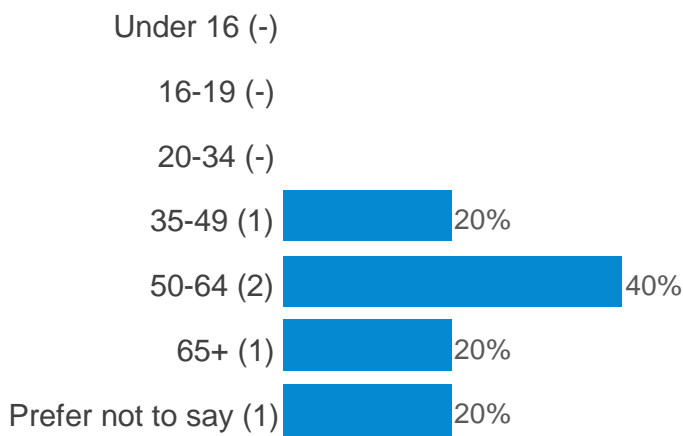
Are you...?

Please select one option only



What was your age on your last birthday?

Please select one option only



Which of the following best describes your ethnic background?

Please select one option only



Are you a deaf person or do you have a disability?

The Equality Act 2010 defines a disabled person as someone who has a physical or mental impairment, which has a substantial and long term adverse effect on his or her ability to carry out normal day-to-day activities.

Please select as many as apply

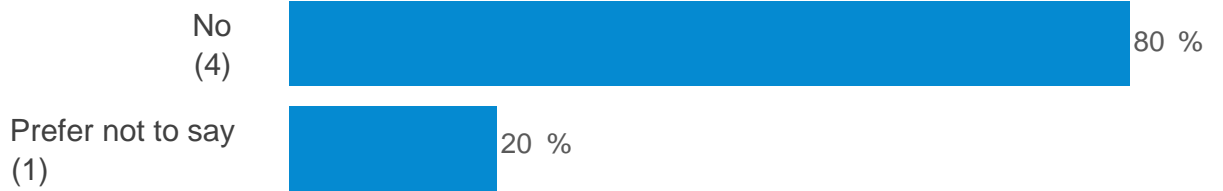
Yes, learning disability
(-)

Yes, physical disability
(-)

Yes, sensory disability
(-)

Yes, mental health
disability (-)

Yes, other disability
(-)



Are there any children or young people in your household with special educational needs?

Please select as many as apply

No 60% (3)

Yes, aged under 5
(-)

Yes, aged 5 -11
(-)

Yes, aged 12 -15 20% (1)

Yes, aged 16 -17 20% (1)

Prefer not to say
(-)

What is your home postcode?

Please type in the box below

WN89BH

Wn89hg

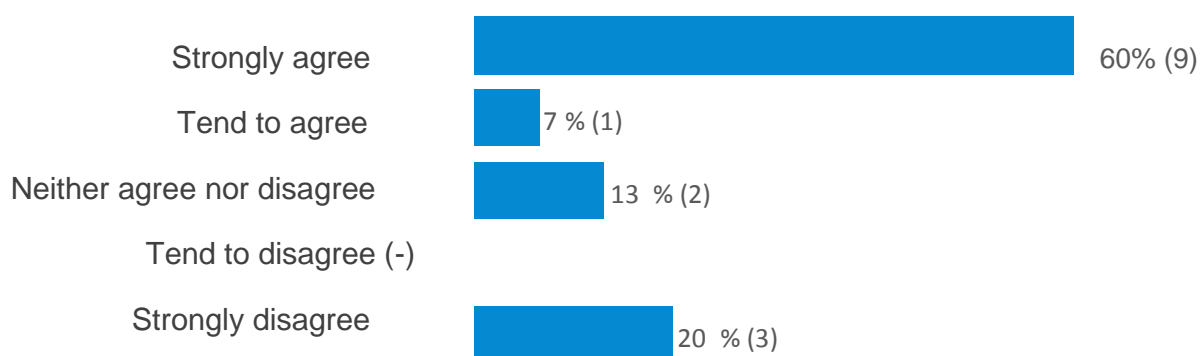
wn8 6eu

WN8 8BP

St Augustines SEN Unit Formal Consultation - March 2022

How strongly do you agree or disagree with this proposal?

Please select one option only



Why do you say this?

Please type in the box below

As an educator, I do feel that sen provision is needed but dependent on the various need of the children, I'm not sure about the link being made from the unit educating the sen children alongside the others in the school. As a parent of a year 10 child, some of her education has been disrupted by children needing to be removed from classes and when they refuse, the whole class being shipped out. She is also in a very challenging class for food technology any I feel that her education is affected. If the ehcp's are c&l and not behaviour this would be less of an issue for me.

There is a significant shortfall for provision within the authority at the moment and the staff and space at SARCHS provides the ideal platform to develop this further.

I think this will benefit the school and community massively.

I think it's a brilliant idea.

Current safeguarding practices for children at the school with additional and complex needs are not strong enough or effective. Some children are being targeted because of their SEN needs and little or no action is being taken to address this.. How will the school manage to protect and safeguard a larger number of children with these needs, when they cannot, at present, safeguarding the existing cohort.

It is important that all children in our community can access suitable education.

a mix of abilities and diverse groups are important to make the young person grow.

If there is a need within the county for more places then why not at SARCHS? It is an outstanding school. It surely fits with a Catholic ethos to be inclusive and welcoming.

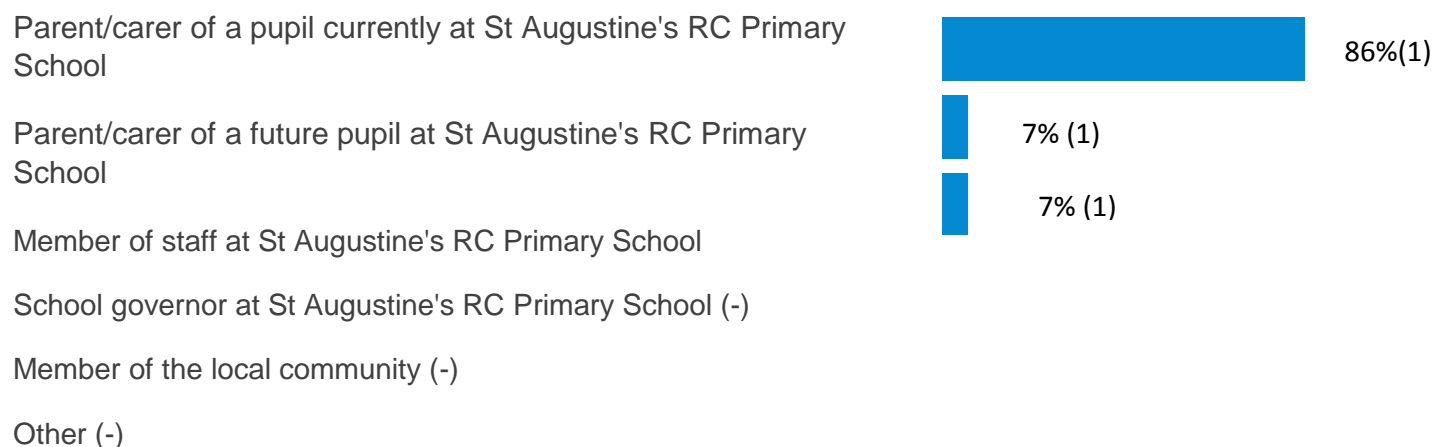
My son attended at Augustine's school and he was diagnosed with moderate to severe autism His anxiety was so bad that he was unable to attend his last year or take his GCSEs He was not treated with care or compassion The staff did not have the knowledge or experience to support children with autism.

It will help increase the skills of all staff to deal with children with SEND.

My concern is around the impact to children who have additional needs but do not have severe enough needs to have a health plan in place. What provision is the council and school doing to help with this? Schools are already struggling to provide any support for children with dyslexia and dyspraxia and this is a small school where you would think they would have the ability to provide that support. Will the unit bring in additional staff and funding that would support the children who fall through the cracks normally to ensure that they have a level playing field for their educational needs? How will behavioural elements be managed for the children when in mainstream classes? How is the school extension planned to support this?

Are you responding to this proposal as...?

Please select one option only



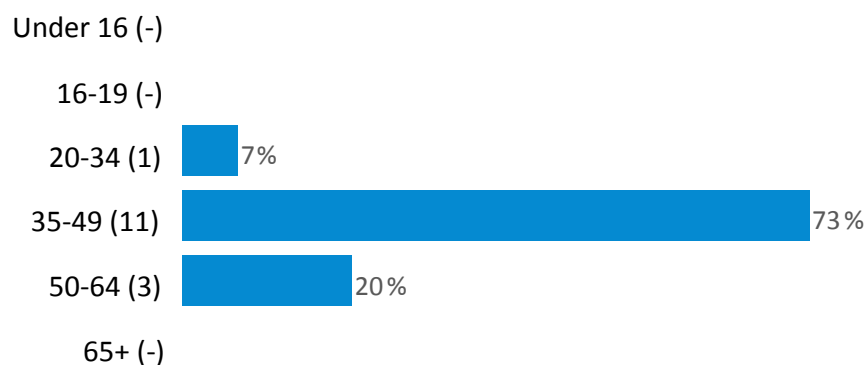
Are you...? **Please select one option only**



Prefer not to say (-)

What was your age on your last birthday?

Please select one option only



Prefer not to say (-)

Which of the following best describes your ethnic background?

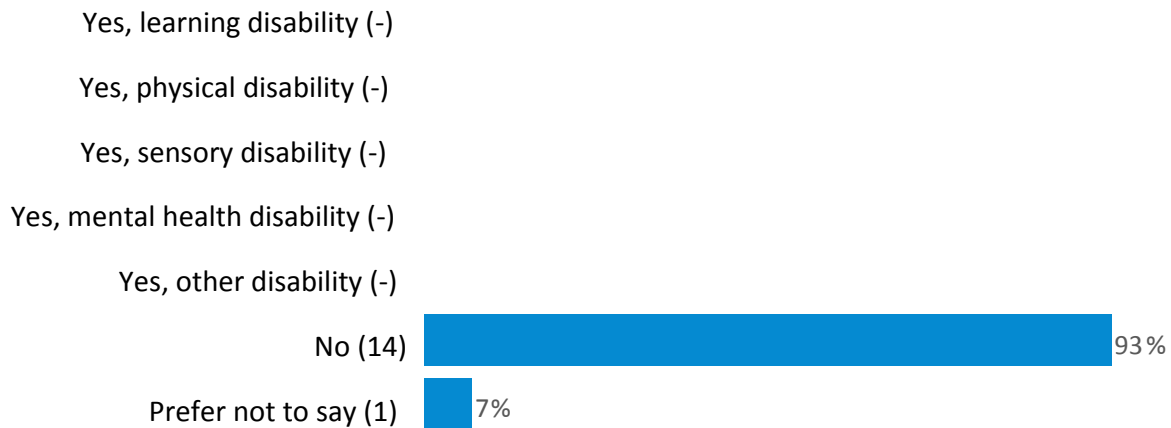
Please select one option only



Are you a deaf person or do you have a disability?

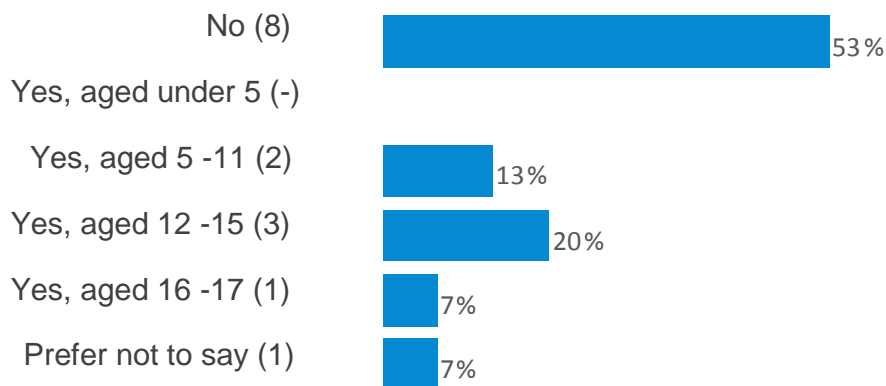
The Equality Act 2010 defines a disabled person as someone who has a physical or mental impairment, which has a substantial and long term adverse effect on his or her ability to carry out normal day-to-day activities.

Please select as many as apply



Are there any children or young people in your household with special educational needs?

Please select as many as apply



What is your home postcode?

Please type in the box below

Bb126pp	BB5 1SD	bb68hb	BB55SX	BB7 1ew
BB7	BB7	bb6 7jq	Bb7 9LU	bb7 4tw
BB7 2EA	BB6 8DF	BB7 1BQ	BB128TA	BB2 7JR

Section 4

Equality Analysis Toolkit

**Fleetwood Chaucer Community Primary
School**

For Decision Making Items

May 2022

Question 1 - What is the nature of and are the key components of the proposal being presented?

The proposal relates to the creation of a special educational needs (SEN) unit for up to sixteen pupils with social communication and interaction needs at Fleetwood Chaucer Community Primary School. This school is a mixed primary school for pupils aged between three and eleven years.

Question 2 - Scope of the Proposal

Is the proposal likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g., are a set number of branches/sites to be affected?

The proposal may affect children who currently attend Fleetwood Chaucer Community Primary School as the proposal means there will be an increased number of pupils attending the school with social communication and interaction needs in the future.

Question 3 – Protected Characteristics Potentially Affected

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

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

And what information is available about these groups in the County's population or as service users/customers?

This proposal will have a particular impact on children and young people with disabilities and their families. Pupils will be within the age (younger people) protected characteristics group and are likely to meet the definition for the disability protected characteristics group.

Although the numbers completing the consultation were low, 100% of the respondents identified as being white which may mean this ethnicity is over-represented amongst respondents in comparison with the communities which the school will potentially serve.

Question 4 – Engagement/Consultation

How have people/groups been involved in or engaged with in developing this proposal?

This proposal is an element of the SEND Sufficiency Strategy 2019 to 2024. Final approval for this strategy was provided by Cabinet in October 2020 following a public consultation during the summer of that year. Lancashire residents were made aware of this through notifications on Lancashire County Council website, Twitter and Facebook websites, the Local Offer website and Facebook page and via the Parent Carer Forum. In addition, a letter was sent directly to each of the following stakeholders advising them of the consultation:

- POWAR
- Lancashire Parent Carer Forum chair
- Governing bodies, proprietors and principals of a range of educational providers including pre-school, school age and post-sixteen settings
- Children, Family and Well-being Service who have responsibility for children's centres
- Youth offending team
- Local Members of Parliament
- Diocesan/Church Authorities
- The Regional Schools Commissioner

The information relating to SEND provision, presented as part of this public consultation, was updated in June 2021. The updated

information was shared with various stakeholders, including families and a range of education providers during a series of meetings that took place during the summer term 2021 and which included Local Area Partnership, head teacher update and Schools' Forum meetings.

Separate consultations were undertaken in relation to this specific proposal to establish an SEN unit at Fleetwood Chaucer Community Primary School. Informal consultation was carried out between 1 October 2021 and 7 November 2021. This included a public consultation meeting via an online video conference on 1 November 2021.

The outcomes of the informal consultation were presented to Executive Director of Education and Children's Services, Edwina Grant (OBE) and Lead Member for Education, County Councillor, Jayne Rear. Approval was given in March 2022 by the Executive Director and Lead Member to undertake the formal consultation required to make prescribed alteration/significant change to the school, that is to establish an SEN unit.

The formal consultation included an online survey between 30 March 2022 and 10 May 2022 on the Council's 'Have your say' website. Statutory notices were published in the Fleetwood Weekly News on 30 March 2022. A public consultation meeting was arranged at school for 20 April 2022.

There were 8 responses to the formal consultation. Of the responses to the proposal, 6 strongly agreed, 1 tended to agree and 1 neither agreed nor disagreed. Respondents' comments included the good work already carried out in school and that children would get the support they needed.

Question 5 – Analysing Impact

Could this proposal potentially disadvantage particular groups sharing protected characteristics and if so which groups and in what way? This pays particular attention to the general aims of the Public Sector Equality Duty:

- To eliminate unlawful discrimination, harassment or victimisation because of protected characteristics;
- To advance equality of opportunity for those who share protected characteristics;
- To encourage people who share a relevant protected characteristic to participate in public life;
- To contribute to fostering good relations between those who share a relevant protected characteristic and those who do not/community cohesion;

The proposal to establish an SEN unit at Fleetwood Chaucer Community Primary School is likely to have an adverse effect on some pupils who currently attend the school, and their families. There may be some disruption to existing pupils' education if any building works are carried out. It is also possible the creation of the SEN unit will affect access to the school site for families who transport their children to school.

There will be a small increase of up to sixteen in terms of the number of pupils attending the school, however class size should not be affected and therefore the impact on existing pupils will be limited.

It is anticipated that for many pupils and more widely for children who may be able to access the SEN unit at Fleetwood Chaucer Community Primary School if this is approved, the impact will be positive and their equality of opportunity will be advanced. Some consultation respondents referred to there being insufficient specialist provision for the numbers of pupils with special educational needs in Lancashire. Where it is possible for pupils to attend school closer to home and it is also the wish of the children and their parents and carers to do this, their ability to have links in their local community is likely to increase contributing both to advancing equality of opportunity and fostering good relations between communities.

Question 6 –Combined/Cumulative Effect

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

Other factors and decisions that might have a combined and/or cumulative effect include the redesign of the short breaks offer that is currently underway. This is a service that is provided for children and young people with disabilities, some of whom may attend the SEN unit that is being considered as part of this proposal. The COVID-19 pandemic has also affected the short breaks offer as it has not been possible to provide all of the short break activities and daytime and overnight breaks that are usually available. It is also not possible to foresee how provision in schools and in relation to short breaks will develop over time in the light of any changes that will need to be made in response to the pandemic.

Question 7 – Identifying Initial Results of Your Analysis

As a result of the analysis has the original proposal been changed/amended, if so please describe.

The proposal has not been changed or amended.

Question 8 - Mitigation

Will any steps be taken to mitigate/reduce any potential adverse effects of the proposal?

Steps will be taken to minimise the impact of any building work on existing pupils' education.

Question 9 – Balancing the Proposal/Countervailing Factors

This weighs up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of the analysis.

The proposal is designed to have a positive overall impact on children and young people with special educational needs and disabilities as it reflects the overall objectives of the reforms that were introduced with the Children and Families Act 2014. Nationally there was 21.6% increase in demand for places in maintained special schools between 2015/16 and 2019/20; in Lancashire there was a 22.9% increase in demand over the same time period. In addition, there are on average 300 fewer SEN unit places in Lancashire in comparison with other authorities in England if they were the same size.

Families seek placements in private and independent special schools where more specialist provision is not available within the maintained sector. This increases the demand on high needs block funding because for the main part special school places within the private and independent sector are more expensive. This proposal will increase the number of SEN unit places available to children and young people within the north area of the county and the range of choice available to families. It will support a more efficient use of the resources available to children and young people with special educational needs.

In addition, the more specialist teaching that will be available within the SEN unit is likely to have a positive effect on the quality of teaching and learning for all children who attend the school. There may be some disruption while any building works, if needed, are carried out however this will only be for a time limited period.

Question 10 – Final Proposal

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

The proposal remains to establish an SEN unit for up to sixteen pupils with social communication and interaction needs at Fleetwood

Chaucer Community Primary School by adapting the existing accommodation on the school site through some building work.

This proposal will enable the council to fulfil its statutory duties in relation to making the provision needed for a greater number of children and young people with special educational needs in the north area of the county.

It is likely that children and young people who attend the school currently may be affected during the time any building work may be being undertaken.

Question 11 – Review and Monitoring Arrangements

What arrangements will be put in place to review and monitor the effects of this proposal?

The local authority is required to review the special educational provision and across the local area for children and young people who have special educational needs or disabilities as part of its statutory duties. This can only be achieved by monitoring the changing needs of the local population of children and young people with special educational needs and disabilities and making sure the outcomes in education, health and care are being improved as a result of the provision being made. This is one of the primary functions of the SEND Partnership Board, which is a multi-agency group with representatives from across the local area including young people, parents and carers as well as commissioners and providers of education, health and care services. The SEND Partnership Board meets every two months. It is led by senior post holders from within the council and NHS, including the Executive Director of Education and Children's Service and the Joint Chief Officer within the NHS and reports directly to the Health and Wellbeing Board.

Equality Analysis Prepared By Sally Richardson/Jeanette Binns

Position/Role Head of Service Inclusion/Equality & Cohesion Manager

Equality Analysis Endorsed by Line Manager and/or Service Head

Decision Signed Off By

Cabinet Member or Director

For further information please contact

Jeanette Binns – Equality & Cohesion Manager

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Section 4

Equality Analysis Toolkit

**St Francis of Assisi Roman Catholic Primary
School**

For Decision Making Items

May 2022

Question 1 - What is the nature of and are the key components of the proposal being presented?

The proposal relates to the creation of a special educational needs (SEN) unit for up to sixteen pupils with social communication and interaction needs at St Francis of Assisi RC Primary School. This school is a mixed primary school for pupils aged between three and eleven years.

Question 2 - Scope of the Proposal

Is the proposal likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g., are a set number of branches/sites to be affected?

The proposal may affect children who currently attend St Francis of Assisi RC Primary School as the proposal means there will be an increased number of pupils attending the school with social communication and interaction needs in the future.

Question 3 – Protected Characteristics Potentially Affected

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

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

And what information is available about these groups in the County's population or as service users/customers?

This proposal will have a particular impact on children and young people with disabilities and their families. Pupils will be within the age (younger people) protected characteristics group and are likely to meet the definition for the disability protected characteristics group.

Although the numbers completing the consultation were low, 100% of the people who completed the survey were female. 100% respondents also identified as being white which may mean this ethnicity is over-represented amongst respondents in comparison with the communities which the school will potentially serve.

Question 4 – Engagement/Consultation

How have people/groups been involved in or engaged with in developing this proposal?

This proposal is an element of the SEND Sufficiency Strategy 2019 to 2024. Final approval for this strategy was provided by Cabinet in October 2020 following a public consultation during the summer of that year. Lancashire residents were made aware of this through notifications on Lancashire County Council website, Twitter and Facebook websites, the Local Offer website and Facebook page and via the Parent Carer Forum. In addition, a letter was sent directly to each of the following stakeholders advising them of the consultation:

- POWAR
- Lancashire Parent Carer Forum chair
- Governing bodies, proprietors and principals of a range of educational providers including pre-school, school age and post-sixteen settings
- Children, Family and Well-being Service who have responsibility for children's centres
- Youth offending team
- Local Members of Parliament
- Diocesan/Church Authorities
- The Regional Schools Commissioner

The information relating to SEND provision, presented as part of this public consultation, was updated in June 2021. The updated information was shared with various stakeholders, including families and a range of education providers during a series of meetings that took place during the summer term 2021 and which included Local Area Partnership, head teacher update and Schools' Forum meetings.

Separate consultations were undertaken in relation to this specific proposal to establish an SEN unit at St Francis of Assisi Primary School. Informal consultation was carried out between 1 October 2021 and 7 November 2021. This included a public consultation meeting via an online video conference on 12 October 2021 and an online survey between 1 October 2021 and 7 November 2021

The outcomes of the informal consultation were presented to Executive Director of Education and Children's Services, Edwina Grant (OBE) and Lead Member for Education, County Councillor, Jayne Rear. Approval was given in March 2022 by the Executive Director and Lead Member to undertake the formal consultation required to make prescribed alteration/significant change to the school, that is to establish an SEN unit.

The formal consultation included an online survey between 23 March 2022 and 3 May 2022 on the Council's 'Have your say' website. Statutory notices were published in the Ormskirk Champion on 23 March 2022. A public consultation meeting was arranged at school for 21 April 2022.

There were 5 responses to the formal consultation. Of the responses to the proposal, 3 strongly agreed and 1 tended to agree. Respondents' comments in favour of the proposal included the benefits it would bring to the children, community and school and the need for increased provision. The 1 response to the proposal who strongly disagreed commented on a negative past experience.

Question 5 – Analysing Impact

Could this proposal potentially disadvantage particular groups sharing protected characteristics and if so which groups and in what way? This pays particular attention to the general aims of the Public Sector Equality Duty:

- To eliminate unlawful discrimination, harassment or victimisation because of protected characteristics;
- To advance equality of opportunity for those who share protected characteristics;
- To encourage people who share a relevant protected characteristic to participate in public life;
- To contribute to fostering good relations between those who share a relevant protected characteristic and those who do not/community cohesion;

The proposal to establish an SEN unit at St Francis of Assisi Primary School is likely to have an adverse effect on some pupils who currently attend the school, and their families. There may be some disruption to existing pupils' education while building works are carried out. It is also possible the creation of the SEN unit will affect access to the school site for families who transport their children to school.

There will be a small increase of up to sixteen in terms of the number of pupils attending the school, however class size should not be affected and therefore the impact on existing pupils will be limited after any modifications to the building have been completed.

It is anticipated that for many pupils and more widely for children who may be able to access the SEN unit at St Francis of Assisi Primary School if this is approved, the impact will be positive and their equality of opportunity will be advanced. Some consultation respondents referred to there being insufficient specialist provision for the numbers of pupils with special educational needs in Lancashire. Where it is possible for pupils to attend school closer to home and it is also the wish of the children and their parents and carers to do this, their ability to have links in their local community is likely to increase contributing

both to advancing equality of opportunity and fostering good relations between communities.

Question 6 –Combined/Cumulative Effect

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

Other factors and decisions that might have a combined and/or cumulative effect include the redesign of the short breaks offer that is currently underway. This is a service that is provided for children and young people with disabilities, some of whom may attend the SEN unit that is being considered as part of this proposal. The COVID-19 pandemic has also affected the short breaks offer as it has not been possible to provide all of the short break activities and daytime and overnight breaks that are usually available. It is also not possible to foresee how provision in schools and in relation to short breaks will develop over time in the light of any changes that will need to be made in response to the pandemic.

Question 7 – Identifying Initial Results of Your Analysis

As a result of the analysis has the original proposal been changed/amended, if so please describe.

The proposal has not been changed or amended.

Question 8 - Mitigation

Will any steps be taken to mitigate/reduce any potential adverse effects of the proposal?

Steps will be taken to minimise the impact of any building work on existing pupils' education.

Question 9 – Balancing the Proposal/Countervailing Factors

This weighs up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of the analysis.

The proposal is designed to have a positive overall impact on children and young people with special educational needs and disabilities as it reflects the overall objectives of the reforms that were introduced with the Children and Families Act 2014. Nationally there was 21.6% increase in demand for places in maintained special schools between 2015/16 and 2019/20; in Lancashire there was a 22.9% increase in demand over the same time period. In addition, there are on average 300 fewer SEN unit places in Lancashire in comparison with other authorities in England if they were the same size.

Families seek placements in private and independent special schools where more specialist provision is not available within the maintained sector. This increases the demand on high needs block funding because for the main part special school places within the private and independent sector are more expensive. This proposal will increase the number of SEN unit places available to children and young people within the south area of the county and the range of choice available to families. It will support a more efficient use of the resources available to children and young people with special educational needs.

In addition, the more specialist teaching that will be available within the SEN unit is likely to have a positive effect on the quality of teaching and learning for all children who attend the school. There may be some disruption while any building works, if needed, are carried out however this will only be for a time limited period.

Question 10 – Final Proposal

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

The proposal remains to establish an SEN unit for up to sixteen pupils with social communication and interaction needs at St Francis of Assisi Primary School by adapting the existing accommodation on the school site.

This proposal will enable the council to fulfil its statutory duties in relation to making the provision needed for a greater number of children and young people with special educational needs in the south area of the county.

It is likely that children and young people who attend the school currently may be affected during the time any building work may be being undertaken.

Question 11 – Review and Monitoring Arrangements

What arrangements will be put in place to review and monitor the effects of this proposal?

The local authority is required to review the special educational provision and across the local area for children and young people who have special educational needs or disabilities as part of its statutory duties. This can only be achieved by monitoring the changing needs of the local population of children and young people with special educational needs and disabilities and making sure the outcomes in education, health and care are being improved as a result of the provision being made. This is one of the primary functions of the SEND Partnership Board, which is a multi-agency group with representatives from across the local area including young people, parents and carers as well as commissioners and providers of education, health and care services. The SEND Partnership Board meets every two months. It is led by senior post holders from within the council and NHS, including the Executive Director of Education and Children's Service and the

Joint Chief Officer within the NHS and reports directly to the Health and Wellbeing Board.

Equality Analysis Prepared By Sally Richardson/Jeanette Binns
Position/Role Head of Service Inclusion/Equality & Cohesion Manager
Equality Analysis Endorsed by Line Manager and/or Service Head
Decision Signed Off By
Cabinet Member or Director

For further information please contact
Jeanette Binns – Equality & Cohesion Manager
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Section 4

Equality Analysis Toolkit

St Augustines Roman Catholic High School
For Decision Making Items

May 2022

Question 1 - What is the nature of and are the key components of the proposal being presented?

The proposal relates to the creation of a special educational needs (SEN) unit for up to sixteen pupils with Cognition and Learning (with associated Speech and Language Difficulties) needs at St Augustines RC High School. This school is a mixed high school for pupils aged between eleven and sixteen years. The SEN unit is part of a larger school expansion that received Cabinet approval in April 2022.

Question 2 - Scope of the Proposal

Is the proposal likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g., are a set number of branches/sites to be affected?

The proposal may affect children who currently attend St Augustines RC High School as the proposal means there will be an increased number of pupils attending the school with Cognition and Learning (with associated Speech and Language Difficulties) needs in the future.

Question 3 – Protected Characteristics Potentially Affected

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

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

And what information is available about these groups in the County's population or as service users/customers?

This proposal will have a particular impact on children and young people with disabilities and their families. Pupils will be within the age (younger people) protected characteristics group and are likely to meet the definition for the disability protected characteristics group.

Although the numbers completing the consultation were relatively low, 100% respondents identified as being white which may mean this ethnicity is over-represented amongst respondents in comparison with the communities which the school will potentially serve.

Question 4 – Engagement/Consultation

How have people/groups been involved in or engaged with in developing this proposal?

This proposal is an element of the SEND Sufficiency Strategy 2019 to 2024. Final approval for this strategy was provided by Cabinet in October 2020 following a public consultation during the summer of that year. Lancashire residents were made aware of this through notifications on Lancashire County Council website, Twitter and Facebook websites, the Local Offer website and Facebook page and via the Parent Carer Forum. In addition, a letter was sent directly to each of the following stakeholders advising them of the consultation:

- POWAR
- Lancashire Parent Carer Forum chair
- Governing bodies, proprietors and principals of a range of educational providers including pre-school, school age and post-sixteen settings
- Children, Family and Well-being Service who have responsibility for children's centres
- Youth offending team
- Local Members of Parliament

- Diocesan/Church Authorities
- The Regional Schools Commissioner

The information relating to SEND provision, presented as part of this public consultation, was updated in June 2021. The updated information was shared with various stakeholders, including families and a range of education providers during a series of meetings that took place during the summer term 2021 and which included Local Area Partnership, head teacher update and Schools' Forum meetings.

Separate consultations were undertaken in relation to this specific proposal to establish an SEN unit at St Augustines RC High School. The SEN unit is part of a larger school expansion that received Cabinet approval in April 2022.

Informal consultation was carried out between 1 October 2021 and 7 November 2021. This included a public consultation meeting in school on 21 October 2021 and an online survey between 1 October 2021 and 7 November 2021.

The outcomes of the informal consultation were presented to Executive Director of Education and Children's Services, Edwina Grant (OBE) and Lead Member for Education, County Councillor, Jayne Rear. Approval was given in March 2022 by the Executive Director and Lead Member to undertake the formal consultation required to make prescribed alteration/significant change to the school, that is to establish an SEN unit.

The formal consultation included an online survey between 24 March 2022 and 4 May 2022 on the Council's 'Have your say' website. Statutory notices were published in the Clitheroe Advertiser & Times on 24 March 2022. A public consultation meeting was arranged at school for 27 April 2022.

There were 15 respondents to the proposal, of the responses 9 strongly agreed, 1 tended to agree, 2 neither agreed nor disagreed. Positive comments included the benefits that the unit would bring to the children, community and school and the need for provision. 3 responses to the proposals strongly disagreed and comments included possible disruption to children already in school and previous negative

experience. One comment referred that some children are being targeted because of their SEN and current safeguarding practices not strong enough or effective to address this.

Question 5 – Analysing Impact

Could this proposal potentially disadvantage particular groups sharing protected characteristics and if so which groups and in what way? This pays particular attention to the general aims of the Public Sector Equality Duty:

- To eliminate unlawful discrimination, harassment or victimisation because of protected characteristics;
- To advance equality of opportunity for those who share protected characteristics;
- To encourage people who share a relevant protected characteristic to participate in public life;
- To contribute to fostering good relations between those who share a relevant protected characteristic and those who do not/community cohesion;

The proposal to establish an SEN unit at St Augustine's RC High, which is part of a larger school expansion that received Cabinet approval in April 2022.

School is likely to have an adverse effect on some pupils who currently attend the school, and their families. There may be some disruption to existing pupils' education while building works are carried out. It is also possible the creation of the SEN unit will affect access to the school site for families who transport their children to school.

There will be a small increase of up to sixteen in terms of the number of pupils attending the school, however class size should not be affected and therefore the impact on existing pupils will be limited after any modifications to the building have been completed.

It is anticipated that for many pupils and more widely for children who may be able to access the SEN unit at St Augustines RC High School if this is approved, the impact will be positive and their equality of opportunity will be advanced. Some consultation respondents referred to there being insufficient specialist provision for the numbers of pupils with special educational needs in Lancashire. Where it is possible for pupils to attend school closer to home and it is also the wish of the children and their parents and carers to do this, their ability to have links in their local community is likely to increase contributing both to advancing equality of opportunity and fostering good relations between communities.

Question 6 –Combined/Cumulative Effect

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

Other factors and decisions that might have a combined and/or cumulative effect include the redesign of the short breaks offer that is currently underway. This is a service that is provided for children and young people with disabilities, some of whom may attend the SEN unit that is being considered as part of this proposal. The COVID-19 pandemic has also affected the short breaks offer as it has not been possible to provide all of the short break activities and daytime and overnight breaks that are usually available. It is also not possible to foresee how provision in schools and in relation to short breaks will develop over time in the light of any changes that will need to be made in response to the pandemic.

Question 7 – Identifying Initial Results of Your Analysis

As a result of the analysis has the original proposal been changed/amended, if so please describe.

The proposal has not been changed or amended.

Question 8 - Mitigation

Will any steps be taken to mitigate/reduce any potential adverse effects of the proposal?

Steps will be taken to minimise the impact of the building work on existing pupils' education.

All consultation results have been shared with the Headteacher at St Augustine's RC High School, who has responsibility for maintaining, reviewing and updating the school's policies, procedures and training needs. Support from the local authority will be provided as required.

Question 9 – Balancing the Proposal/Countervailing Factors

This weighs up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of the analysis.

The proposal is designed to have a positive overall impact on children and young people with special educational needs and disabilities as it reflects the overall objectives of the reforms that were introduced with the Children and Families Act 2014. Nationally there was 21.6% increase in demand for places in maintained special schools between 2015/16 and 2019/20; in Lancashire there was a 22.9% increase in demand over the same time period. In addition, there are on average 300 fewer SEN unit places in Lancashire in comparison with other authorities in England if they were the same size.

Families seek placements in private and independent special schools where more specialist provision is not available within the maintained sector. This increases the demand on high needs block funding because for the main part special school places within the private and independent sector are more expensive. This proposal will increase the number of SEN unit places available to children and young people within the East area of the county and the range of choice available to

families. It will support a more efficient use of the resources available to children and young people with special educational needs.

In addition, the more specialist teaching that will be available within the SEN unit is likely to have a positive effect on the quality of teaching and learning for all children who attend the school. Concerns were raised during the consultation about whether the school has sufficient space available to accommodate an SEN unit. The SEN unit is part of a larger school expansion that received Cabinet approval in April 2022.

This expansion means it would be possible to create the space needed. It is anticipated this would minimise the impact on the existing pupils.

There may be some disruption while any building works are carried out however this will only be for a time limited period. The number of pupils attending the school will increase although class size should not be affected.

Question 10 – Final Proposal

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

The proposal remains to establish an SEN unit for up to sixteen pupils with Cognition and Learning (with associated Speech and Language Difficulties) needs in St Augustine's RC High School, as part of a larger school expansion that received Cabinet approval in April 2022.

This proposal will enable the council to fulfil its statutory duties in relation to making the provision needed for a greater number of children and young people with special educational needs in the East area of the county.

It is likely that children and young people who attend the school currently will be affected during the time any building work is being undertaken.

Question 11 – Review and Monitoring Arrangements

What arrangements will be put in place to review and monitor the effects of this proposal?

The local authority is required to review the special educational provision and across the local area for children and young people who have special educational needs or disabilities as part of its statutory duties. This can only be achieved by monitoring the changing needs of the local population of children and young people with special educational needs and disabilities and making sure the outcomes in education, health and care are being improved as a result of the provision being made. This is one of the primary functions of the SEND Partnership Board, which is a multi-agency group with representatives from across the local area including young people, parents and carers as well as commissioners and providers of education, health and care services. The SEND Partnership Board meets every two months. It is led by senior post holders from within the council and NHS, including the Executive Director of Education and Children's Service and the Joint Chief Officer within the NHS and reports directly to the Health and Wellbeing Board.

Equality Analysis Prepared By Sally Richardson/Jeanette Binns

Position/Role Head of Service Inclusion/Equality & Cohesion Manager

Equality Analysis Endorsed by Line Manager and/or Service Head

Decision Signed Off By

Cabinet Member or Director

For further information please contact

Jeanette Binns – Equality & Cohesion Manager

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Report to the Cabinet

Meeting to be held on Thursday, 11th June 2020

Report of the Head of Service - Asset Management

Part I

Electoral Division affected: Clitheroe;
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Process for Commissioning a New School, Including Potential New Primary School for Clitheroe

(Appendices 'A' and 'B' refer)

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Executive Summary

This report updates Cabinet on the process and decision making arrangements for commissioning a new school, including an update to the assessment framework, (last agreed by the Cabinet Member for Children, Young People and Schools in September 2014) taking into account the most recent guidance from the Department for Education. It also seeks permission to commence the consultation process with regard to the commissioning of a new primary school on the Higher Standen Farm site in Clitheroe.

Recommendation

Cabinet is asked to:

- (i) Note the information contained within the report and appendices.
- (ii) Approve the use of the updated Department for Education 'Establishing a New School: Free School Presumption' guidance and associated framework.
- (iii) Subject to approval of (i) and (ii) above, approve the undertaking of a consultation on the establishment of a new primary school in Clitheroe, in accordance with the process and framework contained within this report.

Background and Advice

The current strategy for the provision of additional school places is to invest in existing good or outstanding schools with high levels of applications for admission. This policy has proved successful and continues to be applied wherever possible. Almost 4000 additional school places have already been provided. However, in some areas of the county, the available expansion options are diminishing or are already limited due to site restrictions. In addition, parts of the county are experiencing significant new housing concentrated on very large sites that lend themselves to the establishment of new provision, rather than the expansion of outlying existing schools, due to the scale of development.

It is important that the local authority has mechanisms in place to commission new schools before the need arises. This report sets out a proposed process; timescales; and decision making arrangements to effect a local authority recommendation to the Secretary of State for Education. It takes into account guidance issued by the Department for Education, most recently updated in November 2019, which provides model templates for local authorities to set out the specification for new schools, together with a model application form for proposers and assessment criteria for authorities.

Academy Presumption

The Education and Inspections Act 2006 (as amended by the Education Act 2011) introduced the presumption that, when a local authority decides that a new school is needed, it must seek proposals for the establishment of a free school. All such proposals require the Secretary of State to consider the Local Authority's assessments and preferences before making a final decision to approve. If the free school presumption route does not result in a suitable free school sponsor, a statutory competition can be held with the consent of the Secretary of State.

In addition, guidance and support can be provided by the New Schools Network which provides free advice, guidance, resources and support to local authorities looking to open new free schools. <https://www.newschoolsnetwork.org/>

Legal Requirements

The Department for Education document 'The Free School Presumption' dated November 2019 provides advice and guidance to local authorities to assist with compliance with Section 6A of the Education and Inspections Act 2006, in commissioning new schools.

The Department for Education also announced the voluntary aided capital scheme to support the establishment of new voluntary aided schools by both faith and non-faith groups in May 2018. However, in ongoing discussion with diocesan colleagues, there are currently none pursuing live applications of new schools via this route.

There are also no current applications to establish new free schools, pending via Wave 14 of the 'central route' known to Lancashire County Council, whereby sponsors engage directly with the Department for Education to commission a school.

The November 2019 guidance 'Establishing a New School: Free School Presumption' guidance and associated framework, (available at <https://www.gov.uk/government/publications/establishing-a-new-school-free-school-presumption>) aims to provide greater clarity to authorities on the process, and now sets out model templates for School Specification (Annex A); Application Form for potential sponsors (Annex B) and Model Assessment criteria (Annex C). It should be noted that the main body of the guidance now includes greater emphasis on the expectation that the authority will financially 'underwrite' a new school.

When considering a local authority's assessment, the Department for Education will particularly focus on strategic vision, educational plan, capacity and capability and operational capacity and governance. The proposal should give strong, credible evidence that the new school will raise the overall standard of education available in the local area, adding high quality places to the system.

The local authority may state its preferred proposer or ranking of proposers, which the Secretary of State will take into consideration when deciding whether or not to enter into a funding agreement with any of the proposers.

Assessment Framework

The type of school to be delivered would be determined by the Director of Education and Skills, as part of the development of the specification for the new school. Potential proposers would need to evidence that they met the school specification via their application which would provide part of the information against which the proposals would be judged.

Whilst not a statutory requirement, it is recommended that a public meeting is held at which representatives from each potential proposer presents their proposals and answers questions. Arrangements for public engagement on this subject will take into account relevant government guidance and Covid-19 safety measures. The information provided and feedback from this activity will assist with the selection process.

Processes and Timescales

It is expected that the commissioning and selection process could take up to 11 months, from the identification of need to the final decision by the Secretary of State. However, it is generally expected to take over three years from identification of need to opening a new establishment. This can present a major challenge when commissioning primary school places, particularly as Lancashire has not yet commissioned a new school via the presumption route.

Decision Making Arrangements

The Secretary of State will make the final determination in respect of the successful proposer. However, the local authority has a critical role to play in ensuring a robust assessment and selection process for recommendation to the Secretary of State for consideration, with the recommendation being made by Cabinet.

Commissioning a new primary school in Clitheroe

Should Cabinet agree to the updated arrangements set out above, it is anticipated that the first new school where a requirement has been evidenced is in the Clitheroe School Planning area of Ribble Valley.

The council has already taken steps to address growth as a result of housing development in the neighbouring Langho and Whalley School Planning area, providing 175 additional primary school places across 4 schools. However, housing development in the Clitheroe area will require additional mitigation, particularly to accommodate the pupils yielded by the development underway on land at Higher Standen Farm, Pendle Road, Clitheroe.

The Section 106 agreement for this development contained provision for a site for a new primary school, with a transfer cost of £1, together with contributions toward the provision of school places. The 1,040 dwellings to be delivered at Higher Standen Farm are contained within the adopted Ribble Valley Core Strategy and there is strong support from both Ribble Valley Borough Council and from the Higher Standen Estate land owner (Taylor Wimpey) for provision of the new school on site at the earliest opportunity.

Pupil projection background information is provided at Appendix 'A'.

With the timeframe for the establishment of a new school estimated at over 3 years, it is proposed that, should a decision be made to start the commissioning process for a new school, it may be necessary to provide temporary additional places in existing schools for 2023, pending the competition and build processes for a new school to open in September 2024.

It is proposed that, if a new school is established, in the first instance it would be commissioned as a one form entry primary (210 capacity). However, it should be noted that there are a further 800 properties to be built on the site in a later phase.

Therefore, it is recommended that, if a new school is commissioned on the site, it should be designed with the ability to expand at a future date. This approach was taken when Trinity CE Methodist Primary school (the last new maintained primary school to be commissioned by the council) was established in 2010, before 2 subsequent phases of expansion, in order to safeguard existing provision.

Consultations

Consultation would be in the form of a 6 week informal consultation which, subject to Cabinet approval, would be followed by a statutory competition period. The consultation will be in line with statutory guidance.

There are established mechanisms to support consultation through the sector led groups: LASSH, LASHTA and PHIL (secondary, primary and special school groups) as well as the locality based groupings of schools that are supported by allocated area based Senior Advisers within the Advisory Service.

A process timeline has been provided at Appendix 'B'.

Risk management

This item has the following implications, as indicated:

Legal

The local authority is under a statutory obligation to ensure the sufficiency of high quality school places in its area. In order to be equipped to continue to deliver this obligation, it is necessary to be able to commission a new school when other options either do not exist or potentially offer less favourable outcomes for children and young people.

Financial

Should the commissioning of a new school be approved, then it is both the responsibility of the local authority and successful sponsor to manage any associated risks, and to ensure the ongoing financial (and educational) viability of the school. This means the authority will need to ensure that there is clarity around risks that sit with the authority with regard to the financial viability of the school and those that will be transferred to the successful sponsor.

In addition to the above, if after opening the pupil numbers at the school are below the school's break-even number, the local authority and successful sponsor will need to provide reassurance to the department as to how the school will be educationally and financially viable. This raises the expectation that the authority will have clear plans and solutions with the successful sponsor on pupil numbers and financial plans to minimise the authority's risks and liabilities.

Should the commissioning of a new school be approved, then there is an expectation that the site be made available free or on a peppercorn basis by the local authority to the academy trust.

Local authorities are responsible for the start-up costs for new schools, which can be considerable. Should it be proposed that a new school is established, then it will need to be determined as to which elements are funded in the capital project and which elements are to be funded from revenue budgets.

Consultation with the Schools Forum will need to be undertaken by the local authority to determine the criteria and forum policy to be applied in relation to the start-up costs that are to be funded from the Schools Block of the Dedicated Schools Grant.

Within the consultation, it may be necessary to amend the School Forum policy criteria for allocating growth funding to new schools in their pre and post opening periods. As growth funding criteria is annually compliance checked by the Education and Skills Funding Agency, any amendments to the current criteria will need to be checked with them prior to the commissioning of a new school.

Should the commissioning of a new school be approved, the Schools Forum will need to be consulted on the total sum to be top sliced from the Dedicated Schools Grant and the local authority will need to provide the Schools Forum with regular updates on the use of the funding.

The financial risks and impacts on funding are minimised where there is clarity on the financial viability and sustainability plans for a proposed school. Therefore, the commissioning of a new school should only be approved where there is a high degree of certainty on financial viability. Should a school prove not to be financially viable, then in the short term the Dedicated School Grant may underwrite initial financial risks. However, in the medium term the liabilities could significantly accumulate that would then impact on the authority's finances.

The 2019 Department for Education guidance also states:

Under the presumption route the local authority is responsible for providing the site for the new school and for delivering the capital programme for building the new school. It is the department's expectation that the site be made available free or on a peppercorn basis by the local authority to the trust. The local authority is also responsible for meeting the associated capital and pre/post-opening revenue costs. Basic need capital funding is provided on a non-ring fenced basis, so that local authorities can provide the places that they need, including through new presumption schools.

List of Background Papers

Paper	Date	Contact/Directorate/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

Report to the Cabinet

Meeting to be held on Thursday, 9 June 2022

**Report of the Director of the Lancashire Skills and Employment Hub and
Director of Education, Culture and Skills**

Part I

Electoral Division affected: (All Divisions);
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Corporate Priorities: Supporting economic growth;

Multiply Funding to Improve Adult Numeracy Skills

(Appendix 'A' refers)

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Brief Summary

This report outlines the opportunity from government to develop and deliver a new skills programme, 'Multiply', aimed at boosting adult numeracy as part of the UK Shared Prosperity Fund, the successor programme to European Structural and Investment Funds.

The report describes the priorities for the Multiply programme and confirms that £5.9m has been allocated to Lancashire County Council for a three-year period from April 2022. The paper outlines the short-term requirement of an Investment Plan, which needs to be submitted to the Department for Education by the end of June 2022, and the ambition to view the programme as part of Lancashire's ambition to secure devolution through a county deal and new governance model, and government's push to devolve funds to local areas to drive 'Levelling Up' across a range of priorities, including skills and employment against local priorities.

A process is outlined in the report to develop the Investment Plan and to enable procurement of provision which will allow delivery to take place from September 2022 to March 2025.

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) Authorise the development of the Investment Plan, and authorise the Executive Director of Growth, Environment, Transport and Community Services and the Executive Director of Education and Children Services, in consultation with the Cabinet Member for Economic Development and Growth and the Cabinet Member for Education and Skills to approve the plan.
- (ii) Authorise the Executive Director of Growth, Environment, Transport and Community Services and the Executive Director of Education and Children Services to finalise the programme and award funding to projects, in consultation with the Cabinet Member for Economic Development and Growth and the Cabinet Member for Education and Skills, Director of Corporate Services and Director of Finance. This will enable the commissioning and procurement of numeracy provision, including entering into legal/funding arrangements as required up to the indicative budget limit of £5.9m.

Detail

The European Structural and Investment Fund programme is due to cease delivery in 2023. The government is replacing the programme with the UK Shared Prosperity Fund and the programme will span three financial years, starting from April 2022.

The government has confirmed that the UK Shared Prosperity Fund will be made up of two strands: a general fund to be prioritised locally and the 'Multiply' programme, which will be led by the Department for Education. A funding formula has been used to allocate funds to local areas, with the general fund being devolved to unitary and district level in Lancashire, and the Multiply programme to the three Upper Tier Authorities. This report focuses solely on Multiply.

Funding for Multiply was announced in the Autumn Spending Review, with further information in the Levelling Up White Paper, followed by a prospectus which was published towards the end of April 2022. The programme is targeted at adults aged 19+, who do not have a GCSE at Grade 4 (or equivalent) and aims to help people improve their ability to understand and use maths in daily life, home, and work – from household finances, to helping children with homework, to making more sense of the facts in the media and improving employability/job prospects.

It is intended that Multiply will offer a range of options such as free personal tutoring, digital training and flexible courses that fit around people's lives and are tailored to specific needs, circumstances, sectors and industries. Locally devolved funds will be complemented by a digital on-line learning platform that is being developed by the Department for Education.

The funds allocated to the Upper Tier Authorities in the pan-Lancashire area are shown in the table below:

Upper Tier Local Authority	Total Funding Allocation (£)	Funding Allocation 2022-2023 (£)	Funding Allocation 2023-2024 (£)	Funding Allocation 2024-2025 (£)
Lancashire	5,911,986.99	1,787,344.91	2,062,321.04	2,062,321.04
Blackburn with Darwen	851,021.36	257,285.53	296,867.92	296,867.92
Blackpool	770,711.16	233,005.70	268,852.73	268,852.73

Authorities have the flexibility to determine what provision is needed to deliver high quality, innovative numeracy interventions that meet the needs of local people, as well as the national aims for Multiply against a menu of activities. Further details are provided at Appendix 'A'.

The Authorities are required to develop and submit Investment Plans to the Department for Education by 30 June 2022, to enable delivery to start in September 2022. Investment plans will be reviewed by government and must pay due regard and co-ordinate where possible with wider skills and employment interventions in local areas to avoid duplication. Authorities have been advised to submit their own investment plans although government has confirmed that they would welcome joint interventions between two or more local authorities where there was added value.

Authorities will be permitted to use up to a maximum of 10% of their funding allocation for administrative expenditure, in order to build the necessary capacity for successful delivery of the programme, including development of the investment plan, procurement, contract management, data collection and monitoring and evaluation. In this regard, Authorities may begin to spend at risk from April 2022.

Local areas are expected to measurably improve adult functional numeracy levels, including through increasing the number of adults participating in, and achieving, adult numeracy qualifications up to and including Level 2 (both GCSE Grade C/4 or above, and Functional Skills Qualifications). Improved labour market outcomes are also expected, with fewer numeracy skills gaps reported by employers, and an increase in the proportion of adults progressing into sustained employment and/or education.

The short-term requirement is to develop a Multiply Investment Plan to be approved by government, that is fit for purpose and will boost the numeracy of Lancashire residents as part of a wider investment in employment and skills.

In the medium to longer term, it is important to consider the Multiply programme as part of Lancashire's ambition to secure devolution through a county deal and new governance model, and government's push to devolve funds to local areas to drive 'Levelling Up' across a range of priorities, including skills and employment.

For example, the Lancashire Skills and Employment Hub, which supports the work of the Local Authorities across the pan-Lancashire area and the Lancashire Enterprise Partnership, has secured £1.25m for the coming financial year from the Department for Education for 'Skills Bootcamps'. These bootcamps are intensive 12-16 week training programmes that enable unemployed residents to secure technical jobs at Level 3 and above, with a view to appointing to hard to fill vacancies in areas such as digital services. The funds have been devolved to enable procurement of Skills Bootcamps against local priorities based on local labour market intelligence.

To date due to the lack of a combined authority, such funds have been devolved to the Lancashire Enterprise Partnership, with the programme being driven by the Hub, thereby balancing the economic lens with the inclusive. Capacity is being built to manage the programme – ensuring strategic alignment with local priorities and programme management. Devolved skills and employment programmes targeted at adults will layer – with Multiply to follow, and as the model for Lancashire's governance evolves, funds such as the Adult Education Budget are also likely to be devolved. Building capacity to prioritise and manage large scale skills and employment programmes will allow Lancashire to make best use of these funds to boost the skills, employability and earning potential of local adult residents – in-line with the missions within the Levelling Up white paper, the priorities of the Lancashire Skills and Employment Strategic Framework and Lancashire County Council's Corporate Strategy.

A partnership approach has been adopted for Multiply for the county council across Education, Skills and Culture and the Lancashire Skills and Employment Hub, which currently reports into the Growth, Environment and Transport Directorate, aligning with Strategic Development and Business Growth, to develop a process for producing the Investment Plan and procuring provision. The process mirrors that undertaken for Skills Bootcamps, which involved consultation to build the proposal, followed by procurement of provision. A number of steps are recommended:

- **Consultation:** the Investment Plan guidance asks for creative and innovative approaches to boosting numeracy – and also stipulates that the fund must complement existing provision. Consultation will be undertaken internally within the county council, individually with Lancashire Adult Learning – the largest provider of Adult Education Budget provision in the county council footprint, and with the wider provider network in terms of current offers and ideas for added-value provision. A consultation event is being planned towards the end of May 2022 which will bring providers together, including community based and education partners, such as the colleges, to consult on ideas (making it clear that applications would need to be made via a local procurement process to secure funds).
- **Discussion with unitary authorities:** discussion will be undertaken to explore a joined up approach – in light of the evolving new governance model for Lancashire, and to discuss travel to learn patterns to ensure maximum access for residents within the three Upper Tier Authorities*.
- **Evidence:** local labour market intelligence will be gathered to evidence the need, including collecting information regarding employer needs.
- **Development and submission of the Investment Plan:** the plan will be developed using the ideas generated through the consultation, the review of

existing provision, the evidence base, and via consultation with internal teams including procurement and legal to ensure a robust approach is taken to procuring provision.

- **Building capacity:** there is potential to dovetail into the current recruitment process for Skills Bootcamps for programme management capacity, and to utilise the expertise of the existing European Structural and Investment Funds team within Business Growth. The 10% management and administration fee will be retained in-house within Lancashire County Council, to build capacity and fund the programme management.
- **Procurement:** a procurement process will be initiated as the Investment Plan is submitted, in lieu of approval from government, to enable delivery to commence early in the new academic year and for allocated funds for 2022/23 to be spent.

* It should be noted that in Lancashire County, adult community learning – 'Lancashire Adult Learning' was historically moved to Nelson and Colne College Group, and thus capacity to deliver numeracy programmes is not held in-house within Lancashire County Council. The two unitary authorities have retained small adult community learning teams.

Consultations

No formal consultations have taken place to date. However, conversations have commenced with partners, as well as internally, to seek initial views and interest in this project. Details of a formal consultation event being planned for the end of May 2022 are provided below.

Implications:

This item has the following implications, as indicated:

Risk management

The timescales for developing the Investment Plan are tight, as are the timescales for enabling delivery from September 2022. The recommended process will enable the development of a robust Investment Plan – building a programme which is evidence-based and informed through consultation with local stakeholders. Initiation of a procurement process as the Investment Plan is submitted will maximise the opportunity to commence delivery early in the 2022/23 academic year, thus maximising spend and impact.

The experience of developing the proposal and approach for Skills Bootcamps will inform the approach – including consultation and the procurement processes adopted to secure delivery providers. There is potential to also dovetail into the current recruitment process for project management capacity to support the appointment of staff, alongside funding expertise from capacity within the European Structural Investment Funds team in Business Growth.

Financial

Lancashire County Council will be the accountable body for the Multiply programme in Lancashire. In-line with guidance from procurement, a process will be undertaken to allocate the grant to providers, with back-to-back grant offers or service contracts, in accordance with legal advice, that will mirror the terms and conditions from the Department for Education thereby minimising financial risk to the county council.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

Appendix A

The range of activities listed in the Multiply Prospectus:

- Courses designed to increase confidence with numbers for those needing the first steps towards formal numeracy qualifications (address fear factor)
- Courses designed to help people use numeracy to manage their money (include people who are in debt)
- Innovative numeracy programmes delivered together with employers – including courses designed to cover specific numeracy skills required in the workplace with employers committing to offer career progression conversations for those achieving a qualification / completing a course
- Courses aimed at people who can't apply for certain jobs because of lack of numeracy skills and/or to encourage people to upskill in numeracy order to access a certain job/career
- New intensive and flexible numeracy courses targeted at people without Level 2 maths, leading to a Functional Skills Qualification – range of delivery mechanisms
- Courses for parents wanting to increase their numeracy skills in order to help their children, and help with their own progression - such as those delivered in schools or through numeracy toolkits
- Numeracy courses aimed at prisoners, those recently released from prison or on temporary licence
- Numeracy activities, courses or provision developed in partnership with community organisations and other partners aimed at engaging the hardest to reach learners – for example, those not in the labour market or other groups identified locally as in need
- Additional relevant maths modules embedded into other vocational courses

Report to the Cabinet

Meeting to be held on Thursday, 9 June 2022

Report of the Head of Service - Planning and Environment**Part I**

All Electoral Divisions in
Burnley, Hyndburn, Pendle
and Rossendale.

Corporate Priorities:
Supporting economic growth;
Protecting our environment.

Approval for Submission to the Government's Levelling Up Fund

(Appendix 'A' refers)

Contact for further information:

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Brief Summary

The Levelling Up Fund is a £4.8 billion competitive capital fund announced as part of the National Infrastructure Strategy in the 2020 Spending Review. This report provides an update on progress towards preparing a submission to Round 2 of the Fund by 6 July 2022, including details of the emerging submission and confirmation of the financial implications to the county council.

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 details of the emerging submission to the Fund.
- (ii) Confirm development funding of up to £400,000 (as previously approved by Cabinet in July 2021) to continue design activity following submission and in advance of the Government's formal announcement of successful applications anticipated in late 2022.
- (iii) Confirm the underwriting of a capital contribution to be made as local match funding to support a funding bid, estimated at up to £5 million (as previously approved by Cabinet in July 2021).

- (iv) Authorise the Executive Director of Growth, Environment and Transport, in consultation with the Cabinet Member for Economic Development and Growth, to submit the county council's funding application by 6 July 2022.

Detail

The Cabinet received a report in July 2021 on a proposal to submit a bid to 'Round 2' of the Government's Levelling Up Fund. At that meeting, it was explained that two factors had counted against a submission in Round 1. Firstly, the funding rules expect meaningful investment (works or land assembly) in the 2021/22 financial year which substantially limits the choice of schemes. Secondly and critically, a bid exceeding £20 million must be supported by an Outline Business Case. At that stage, the county council had no schemes with a finalised Outline Business Case and the substantial work needed to produce one precluded a bid in the short timescales given in 2021.

At its meeting in July 2021, the Cabinet agreed to a funding application to be prepared for Round 2 of this process, according to the priorities of inward investment, jobs, skills and tackling health inequalities, to be underpinned by local transport and access interventions. Cabinet also approved development funding to cover design and business case-making costs and agreed to underwrite a local funding contribution estimated at up to £5 million.

Work has continued since last summer to determine and design a transport proposal to support these priorities. More specifically, an optioneering process has drawn on nationally and locally derived economic, transport and public health evidence to identify the most effective interventions and locations for these to demonstrate a strategic fit with the Fund's objectives and value for money.

This process has also benefited from new guidance, in the form of a prospectus, issued by the Government as part of its announcement of arrangements for Round 2 of this Fund in March this year. This new prospectus confirmed the same overall national fund remains at £4.8 billion, that Round 2 funding is to be spent by March 2025, or exceptionally by March 2026, and that bids can be based on an individual project or else be a package bid of up to three related projects. The Government's intent remains that the Fund should be targeted at those places in most need, which, according to a number of nationally determined metrics, in Lancashire prioritises the east Lancashire districts of Burnley, Hyndburn, Pendle and Rossendale, together with the central Lancashire districts of Preston and, introduced in the Round 2 guidance, Chorley.

For transport bids, the new prospectus confirms that the county council as a local transport authority can make a 'transport only' bid for funding of up to £50 million. It goes on to place a strong emphasis on bus and active travel, with projects to be aligned to and support UK 'net zero' carbon goals alongside transport objectives to improve air quality, cut congestion and improve the safety, security and overall experience of transport users. In addition, the Fund's very short delivery timescale

means that major transport schemes such as a new road or bridge wouldn't be capable of being delivered in time.

An optioneering process has considered more than 600 potential transport schemes county-wide, and through an appraisal process assessing their deliverability and fit with these objectives and priorities, has concluded on three thematic interventions in the four east Lancashire districts. These interventions offer the best prospect of supporting a wide geography of communities in most need and being delivered to the very challenging timescales set by the Government. The three themes, and the Fund objectives each are designed to deliver, are:

1. Liveable Neighbourhoods – making places investable, by connecting places and communities, providing access to jobs, offering a sense of place and commercial attractiveness, and improving active travel in high streets and residential areas.
2. Public Transport Service Improvements – additional to the above, improving public transport facilities, and improving journey times to economic opportunities.
3. Active Travel – additionally, by improving sustainable access connecting existing and proposed routes for leisure purposes, increasing walking and cycling footfall, and improving health and well-being.

Ongoing work to identify, design and cost these proposals has also drawn from other plans and delivery programmes in this locality. The east Lancashire districts in question have either secured funding already under Round 1 of the Fund (Burnley, Pendle), or are in the process of developing proposals for Round 2 (Hyndburn, Rossendale) and those plans have informed these transport proposals. The vision and programme for change along the Pennine Lancashire Linear Park, comprising a 23-mile section of the Leeds-Liverpool Canal corridor and commissioned by the county council with other local and national bodies, provides a notable backdrop to these transport proposals. The transport proposals envisaged for the county council's bid to the Levelling Up Fund would complement and support the aims of the Linear Park, to transform people's quality of life and the environment along this important environmental, cultural and leisure asset and focus for educational and economic activity.

Work on the details of the interventions for each theme are still being developed. At this stage, the interventions are envisaged to be:

- Liveable Neighbourhoods: 8 neighbourhoods offering modal filters and gateways, side road surface treatments, improved crossing points, raised table crossings, secure cycle parking, pocket parks, cycle routes and wider footways, inclusive mobility provision, lighting, seating, planting.
- Public Transport Service Improvements: a total of 115 priority bus stops to receive real-time passenger information displays and audio announcements; 20 traffic signal sites along key bus routes provided with intelligent priority; a new accessible pedestrian bridge at Accrington rail station with lifts to both platforms.
- Active Travel: 8 key cycling and walking corridors with footpath widening and shared and segregated cycle provision, surface improvements, new controlled crossing points, modal filters and new wayfinding signage; 4 mobility hubs providing a minimum of seating shelter, secure cycle storage, wayfinding, ticketing information and lighting and CCTV, with the potential for scalable

additional facilities such as delivery lockers, cycle repair, electric vehicle charging, etc.

Examples of possible interventions under consideration are set out in the images in Appendix 'A'.

Consultations

Officers engaged with district counterparts during 2021 to discuss technical matters and progress early optioneering and initial design activity. Similar discussions have been held to understand the details of any intended bids by district authorities across the county. More recently, guided by a Communications Strategy, the emerging proposals have been presented to Members of Parliament whose constituencies cover the east Lancashire districts in question, and with Leaders and senior officers of the priority district councils in the east and central parts of Lancashire.

Discussions with district authorities have sought to ensure that, where appropriate, district bids and this proposed county council bid are aligned and complementary to one another.

In late April, a public engagement exercise began which comprised an online survey, hosted by the county council's 'Have Your Say' web page, and a series of focus groups for local stakeholders and community representatives in east Lancashire. This has captured important information of people's perceptions of local transport in their area, the issues faced in their communities and potential transport interventions. The online survey attracted over 1,200 responses which are currently being analysed and, along with comments made in the focus groups and across other social media, will help to shape the final proposals submitted.

The Government has placed considerable importance on the support of local Members of Parliament to submissions to this Fund. The Cabinet Member for Economic Development and Growth has reached out to those Members of Parliament to seek their endorsement and assistance in promoting the county council's submission.

Local Contribution

Information provided as part of the Fund has confirmed that the Government encourages a minimum contribution of 10% which can come from a local authority or other third party (public or private sector) but cannot be an 'in kind' contribution. The estimated cost of the package of measures currently being drawn up is anticipated to be in the region of £55 million which would attract a local 'match' funding contribution of some £5 million.

At its meeting in July 2021, the Cabinet agreed to underwrite a local funding contribution estimated at up to £5 million. The prospect for securing local funding from other parties will be explored and stakeholders will be approached to share this local match funding requirement.

The Cabinet also agreed at the same meeting to development funding to cover design and business case-making costs, indicated at that time at between £0.5 million to £1 million. The cost to submission is anticipated to be approximately £0.6 million.

Based on the process followed under Round 1 of this Fund, it is anticipated that a formal announcement of an award from this Fund may await the Government's Budget Statement in autumn 2022. This presents a further challenge to the deliverability of a programme of transport works of this type and size by March 2025. The appraisal exercise to determine the package of interventions has already determined that schemes requiring planning permission or reliant on the acquisition of third-party land present too much of a risk to achieving this timescale. It would be preferable to be able to continue design activity in the intervening period prior to an autumn announcement, in effect working 'at risk' to maintain progress and reduce the risk of over-running the Government's spending period. At this stage, this ongoing activity would work to the same upper limit to the development funding amount already considered by the Cabinet, of £1 million. Government advice on this matter has indicated that eligible expenditure incurred from the start of 2022/23 financial year in the spend profile of successful projects can be recovered as sunk costs from the capital provision under a successful funding submission.

With work anticipated to continue up to the Government's submission deadline of 6 July 2022, there will not be the opportunity to present the details of the proposals and content of the submission to the Cabinet. This report requests that the Executive Director of Growth, Environment and Transport, in consultation with the Cabinet Member for Economic Development and Growth, be authorised to submit the county council's funding application.

Implications:

This item has the following implications, as indicated:

Risk management

There is a risk that Round 2 may represent the final opportunity in which to submit an application to this Fund and so a decision not to proceed at this time with a submission by the closing date of 6 July 2022 may risk the county council's means to secure any funding towards these interventions.

Financial

At its meeting in July 2021, Cabinet agreed to underwrite a capital contribution to be made as local match funding to support a funding bid, estimated at up to £5 million. Stakeholders would be approached to offset this cost to the county council. However, there is a risk that any local contribution may need to be funded in full by the county council either by existing grant funding or borrowing.

The Government's requirement that all Levelling Up Fund awards are spent by March 2025, and exceptionally March 2026, already represents a delivery challenge that will increase if development work is paused awaiting a Government

announcement that is expected to come in an Autumn Statement towards the end of this calendar year.

Development costs incurred to progress plans between the start of the 2022/23 financial year and the announcement of successful applications will be accepted as eligible expenditure. However, this will be conducted at the county council's own risk, and the Government will not cover incurred costs should an application be unsuccessful in bidding for funding. It is proposed to utilise the remaining £400,000 of the £1m development funding approved in July 21 to continue this work at risk until the outcome of the bid is known. This will ensure we have the best chance to meet the timescales of spend by March 2026.

The revenue implications of these costs are a potential £6m borrowing which has a revenue implication of £450,000 per year for 20 years. This will reduce if the full £5m is not required as match either by being offset by other contributions or utilising grant income to fund the match.

There is also a possibility of district councils requesting match funding towards their Levelling Up Fund bids which will need separate approval by Cabinet. At this stage the value and timings of any potential requests is unknown and each would be assessed on its merits.

List of Background Papers

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



Lancashire's Levelling Up Fund .

Images of example interventions.



Liveable Neighbourhoods: improving neighbourhoods for walking, cycling and public transport.

Liveable
Neighbourhood





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Active Travel:
walking and cycling.



Buses - Real Time Passenger information at bus stops



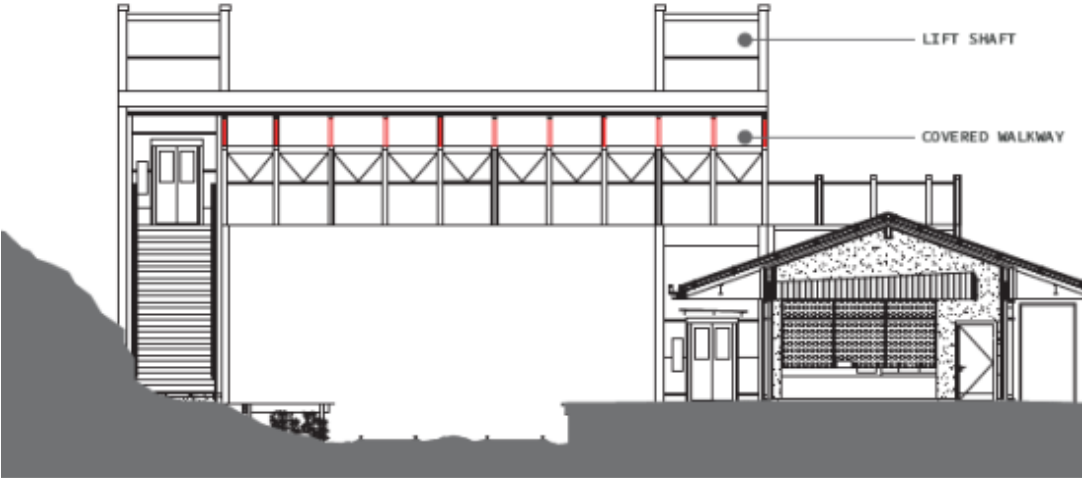
Intelligent Bus Priority at Traffic Signals.



Accrington Rail Station - Accessibility Improvements



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Mobility Hubs: Connections between services and timetable alignment



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County Council



Report to the Cabinet

Meeting to be held on Thursday, 9 June 2022

Report of the Head of Service Planning and Environment**Part I**Electoral Division affected:
(All Divisions);**Corporate Priorities:**
Protecting our environment;**Parish and Town Council Biodiversity Small Grant Scheme**

Contact for further information:

Debbie King, Tel: (01772) 534195, Environment and Climate Manager,
debbie.king@lancashire.gov.uk**Brief Summary**

At its meeting on 17 February 2022, Full Council approved the allocation of an annual budget of £58,000 for a small grants scheme to support local nature and biodiversity projects. This report sets out the grant details and the process for Parish and Town Councils to access the funding through the Public Rights of Way Local Delivery Scheme.

Recommendation

Cabinet is asked to support and promote the Parish and Town Council Biodiversity Small Grant Scheme.

Detail

Full Council approved the allocation of an annual budget of £58,000 for a small grants scheme to support local nature and biodiversity projects. The grant will be made available to all Parish and Town Councils to access through the Public Rights of Way Local Delivery Scheme (LDS).

The Public Rights of Way Local Delivery Scheme has been in place since 2012 and invites Parish and Town Councils to opt in to receive a grant towards minor maintenance work which they carry out on public rights of way in their area. The option to opt in to receive a grant of £300 for biodiversity projects will be added to the annual Public Rights of Way Local Delivery Scheme offer letter. Parish and Town Councils will be able to opt in for the biodiversity grant even if they do not choose to opt in for the Public Rights of Way Local Delivery Scheme.

In line with the Public Rights of Way Local Delivery Scheme process those opting in will receive an upfront payment on confirmation of their participation each year by the opt in deadline. Parish and Town Councils can work with local community groups and schools to support local projects in their areas. The grant could be used for small scale projects such as:

- Nest boxes
- Bird feeders
- Bug hotels
- Hedgehog houses
- Bat boxes
- Log piles
- Communal gardens
- Pollinator nest sites
- Planting wildflowers
- Creating ponds
- Living walls
- Rain gardens

The Public Rights of Way Local Delivery Scheme annual reporting form will be adapted to request details on work delivered for the biodiversity grant. The scheme will be communicated to Parish and Town Councils through the annual Public Rights of Way Local Delivery Scheme opt in letter and can be promoted through the Council's Parish and Town Council network.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

Although individual sums awarded will be relatively small, there will need to be an effective audit trail of the money allocated. Monitoring appropriate to the level of grant awarded will be conducted through the established Public Rights of Way Local Delivery Scheme reporting process.

Financial

An annual budget allocation of £58,000 for the biodiversity grant scheme was approved by Full Council on 17 February 2022. Administration of the scheme will be incorporated into the existing Public Rights of Way Local Delivery Scheme process.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

Report to the Cabinet

Meeting to be held on Thursday, 9 June 2022

Report of the Interim Head of Cultural Services**Part I**Electoral Division affected:
Preston City;**Corporate Priorities:**
Supporting economic growth;**Capital Redevelopment of the Harris Museum, Art Gallery and Library**

Contact for further information:

Steve Lloyd, Tel: 07876 452678, Interim Head of Cultural Services,
steve.lloyd@lancashire.gov.uk**Brief Summary**

The Re-Imagining the Harris project is a partnership between Lancashire County Council and Preston City Council which was established in 2015 with the aim of transforming the Harris Museum, Art Gallery and Library (the Harris). A bid to the National Heritage Lottery Fund for the redevelopment of the Harris worth £4.5m has been successful and the release of funds agreed at Cabinet on the 9 August 2018 as one of the projects public sector partners is requested.

Recommendation

Cabinet is asked to approve the release of the remaining £750,000 of the £1m funding previously agreed at Cabinet on the 9 August 2018 with £250,000 having been paid towards the support of the bid as agreed in November 2017.

Detail

The Harris is a Grade 1 listed building owned by Preston City Council which runs the museum and art gallery within the Harris. Lancashire County Council leases 40% of the building to house the largest library in the county council's library service. The city council and county council established the 'Re-Imagining the Harris' project in 2015, sharing the costs of a Project Leader and securing support from Arts Council England. On 20 December 2019, Lancashire County Council, as part of the section 101 agreement, delegated the responsibility of running the library service to Preston City Council.

The capital project's aim is to create a sustainable and high quality offer, with constantly refreshed and community led museum, art gallery, library services and

cultural activities delivered seamlessly. An objective is to effectively utilise the unique opportunities provided by the Harris, as an iconic Grade 1 listed building and civic focal point for the city, housing a library, museum, and art gallery, with an excellent range of collections, and to create an animated cultural and community hub for the people of Preston and Lancashire, with a diversified range of income streams.

In addition to the above the project will undertake to achieve the following

- High level repair and conservation work to the roofs, rainwater goods, stonework and basement.
- Enhanced accessibility into and through the building using three historic entrances.
- Provision of a new vertical circulation core with lift and staircase.
- Enhanced visitor facilities including ground floor café, shop and reception and flexible events space with seasonal pop in café on the first floor.
- Provision of a joined up three year engagement programme for young people, the local community, graduates and volunteers and families.

In November 2017, Cabinet agreed to support a further funding application being made to the National Heritage Lottery Fund (NHLF). The project has been successful in this bid and secured £4.5 million from National Heritage Lottery Fund for the development phase of the project. Permission to start was received in February 2019 for the Development Phase (cost £775K).

A round two bid was submitted to the National Lottery Heritage Fund in November 2020 and permission to start was received in May 2021 for the £10m Delivery Phase. The Towns Fund award made to Preston in March 2021 included a £4.1m allocation to the Harris project. Additional funding has been secured from Garfield and Weston Trust and Foundation, Wolfson Foundation, the Museum Estates Development Fund (MEND) and Arts Council, Capital Investment Programme (CIP) during course of 2021/22. The total project budget is now £13.8m

Consultations

Targeted public consultation concerning the project has been undertaken and continues across a range of communities across Preston and beyond, including young people and families.

Implications:

This item has the following implications, as indicated:

Risk management

Financial

The agreement by the county council to make provision for £1m capital investment at Cabinet on the 9 August 2018 has helped to secure the funding of £4.5m from the National Heritage Lottery Fund and other funders. The remainder of the £1m being £750,000 is now requested to be approved to be released following the successful

Heritage Lottery Fund (HLF) bid and the project now being ready to commence. This payment is funded by borrowing with the revenue implications being c£58,000 per year over 20 years

Property Assets

The Museum of Lancashire (MOL) ceased to operate as a museum in 2016. However, the service has continued to operate the education function from part of the premises. To assist with the Harris project, a lease for the remaining accommodation has been agreed with Preston City Council for a term of three years. Preston City Council will be responsible for meeting the running costs of the portion of the building that they are in occupation by way of a service charge which will be paid in line with the terms of the lease.

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

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

