

Lancashire County Council

Cabinet

Thursday, 3rd November, 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 6 October 2022** (Pages 1 - 8)
- 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 Cabinet Member for Resources, HR and Property (Deputy Leader) - County Councillor Alan Vincent

- 5. Budget Report and Savings Proposals for 2023/24** (Pages 9 - 106)
Please note that Appendix 'A1' to this report is in Part II and appears as Item No. 17 on the Agenda.
- 6. Procurement Report** (Pages 107 - 118)



7. **County Councillor Use of Resources Protocol** (Pages 119 - 138)

8. **Tree Risk Management Procedure** (Pages 139 - 156)

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

9. **Economic Development Strategy 2023-25** (Pages 157 - 186)

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

10. **The Future of Queen Street Mill Museum and Helmshore Textile Mills Museum** (Pages 187 - 190)

The Cabinet Member for Health and Wellbeing - County Councillor Michael Green

11. **Establishing Additional Funds for Community Food Grants** (Pages 191 - 194)

Matters for Information:

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

There were no urgent decisions taken since the last meeting of Cabinet.

13. **Urgent Business**

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

14. **Date of Next Meeting**

The next meeting of Cabinet will be held on Thursday 1 December 2022 at 2.00pm at County Hall, Preston.

15. **Notice of Intention to Conduct Business in Private**

No representations have been received.

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



16. Exclusion of Press and Public

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

Part II (Not Open to Press and Public)

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

17. Appendix 'A1' of Item 5 - Budget Report and Savings Proposals for 2023/24

(Pages 195 - 204)

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

18. Lease of Office Accommodation

(Pages 205 - 208)

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

Angie Ridgwell
Chief Executive and Director of
Resources

County Hall
Preston



Lancashire County Council

Cabinet

**Minutes of the Meeting held on Thursday, 6th October, 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

County Councillors Azhar Ali OBE and Lorraine Beavers were also in attendance under the provisions of Standing Order No. C14(2).

1. **Apologies for Absence**

No apologies were received.

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

County Councillor Azhar Ali OBE declared a non-Pecuniary interest in Item 12 – Lancashire Community Renewal Fund Progress and Financial Update as he is the Chair of Lancashire's Black and Minority Ethnic (BME) network.

3. **Minutes of the Meeting held on 8 September 2022**

Resolved: That the minutes of the meeting held on 8 September 2022 be confirmed as a correct record and signed by the Chair.

4. **Questions for Cabinet**

There were two questions received.



The questions and responses are attached to the minutes.

5. Delivering Cost of Living Support in Lancashire

Cabinet considered a report setting out the county council's intentions in relation to delivering cost of living support in Lancashire.

It was noted that the report had been considered by the Warm and Welcome Public Spaces Task Group at its meeting on 29 September 2022. A copy of the minutes from the meeting of the task group on 29 September 2022 had been circulated to Cabinet Members prior to the meeting, including a number of recommendations, as follows:

- i. The report to Cabinet at its meeting scheduled for 6 October 2022 on delivering cost of living support in Lancashire be endorsed; and
- ii. That the Warm and Welcome Public Spaces Task Group recommends that Cabinet gives consideration to;
 - a. Providing all County Councillors with an information sheet containing contact details for all targeted advice and support initiatives as set out in the Delivering Cost of Living Support in Lancashire report.
 - b. Establishing a fund (£200,000k) to support organisations that own premises and are willing to establish warm hubs.
 - c. Utilising the Lancashire Leaders' Forum as the mechanism through which strategic planning with district councils will take place.
 - d. Providing a resource to promote the support available.

Cabinet commended the work that the task and finish group had undertaken and after considering the proposed recommendations,

Resolved: That

- i. The Director of Public Health be authorised, in consultation with the relevant Cabinet Members and officers, to implement the initiatives as set out in the report, including entering into contractual arrangements as appropriate;
- ii. All County Councillors be provided with an information sheet containing contact details for all targeted advice and support initiatives as set out in the Delivering Cost of Living Support in Lancashire report;
- iii. A fund of £72,000 be established to support organisations that own premises and which are willing to establish warm hubs, with consideration to be given on the need for further funding following the one month progress review
- iv. The Lancashire Leaders' Forum be utilised as the mechanism through which strategic planning with district councils will take place; and
- v. A resource be provided to promote the support available.
- vi. The Warm and Welcome Public Spaces Task Group be asked to assess the progress of the scheme after four weeks of operation and report back as appropriate.



6. Bus Stop Clearway, Lyndhurst Road, Burnley

Cabinet considered a report to relocate two bus stops and associated clearway on Lyndhurst Road, Burnley. The report summarised the results of the public consultation and it was noted that objections had been received.

Resolved: That the merging and relocation of 2 existing bus stops on Lyndhurst Road, Burnley, to a new location outside numbers 40 to 54 Lyndhurst Road, as shown on the plan attached at Appendix 'A' of the report, be approved.

7. Review of Charging for Attachments to Lighting Columns

Cabinet considered a report on the review of charging for attachments to lighting columns.

It was noted that the county council currently did not charge for permits or licences to attach items to lighting columns, although a charge was currently levied for structural tests for columns over seven years old. Industry guidance had been reviewed and it was proposed that, in line with many of the other Highway Authorities surveyed, a charge of £70 per application for a consent should be applied.

Consideration was also sought to waive the charge for parish and town councils, and charitable organisations, for structural surveys where applications for reasonable decorative items were received at least 10 weeks prior to installation.

Resolved: That

- i. The introduction of a £70 charge per application for consents to attachments to lighting columns together with the cost of structural tests for each column where required be approved;
- ii. Such consents are valid for three seasons as defined in the report;
- iii. The charge to parish and town councils, and other charitable organisations, for said structural tests be waived where applications are for reasonable or event decorative items and are received at least 10 weeks prior to installation; and
- iv. The charge for said structural tests where the application is for temporary lightweight correx type signs satisfying the tests set out in the report be waived.

8. Woodplumpton and Catforth Traffic Calming Schemes - Revised Budget

Cabinet considered a report proposing a budget increase to the Woodplumpton and Catforth Traffic Calming Schemes.

It was noted that the Woodplumpton and Catforth traffic calming schemes were added to the capital programme in October 2019 with a budget allocation of £12,500 for design fees. Both schemes were funded by Woodplumpton Parish Council using monies received from local developments via the Community Infrastructure Levy monies payable to parish councils. A budget increase to £307,660.74 was now required to enable the progression of both schemes and delivery of the



Woodplumpton scheme, for which Woodplumpton Parish Council had entered into a Section 278 agreement with Lancashire County Council.

Resolved: That the revision to the budget, as set out in the report, to support delivery of a traffic calming scheme in Woodplumpton, and further work on a scheme in Catforth, subject to payment of scheme costs and any additional costs by Woodplumpton Parish Council under S278 Agreements, be approved.

9. Woodplumpton Village Traffic Calming Scheme - Approval of Traffic Regulation Orders

Cabinet considered a report on the proposed Woodplumpton Village Traffic Calming Scheme. It was noted that the proposed scheme consisted of a series of road humps through the village and one chicane along Woodplumpton Road. The report also highlighted the objections received to the recent consultation for the Speed Limit Order, Road Humps, Chicane and the closure of Whittle Hill.

Resolved: That approval be given for the proposals on Woodplumpton Road, Whittle Hill and Newsham Hall Lane, as set out in the report and in the Draft Orders and depicted on the plans as follows:

- Road humps and chicanes (Appendices 'A' to 'C').
- 20mph and 30mph Speed Limit Order (Appendices 'D' and 'E').
- Prohibition of Stopping on School Keep Clear area and Prohibition of Waiting Order (Appendices 'F' and 'G').
- Prohibition of Driving (Appendices 'H' and 'I').

10. Adult Social Care Winter Plan 2022/23

Cabinet considered the updated Lancashire County Council Adult Social Care Winter Plan for 2022/23.

It was noted that this winter was anticipated to be one that would significantly be more challenging than the last two years, and the plan included information about various actions being taken across the winter period, and the proposed social care capacity enhancements to provide resilience and system support.

Resolved: That Cabinet supports the ongoing work of Adult Social Care to ensure people who needed social care support across the winter period would get the right support for them at the right time, in the context of the continuing pressures across social care, NHS and the challenges across the care sector, and the Lancashire County Council Adult Social Care Winter Plan for 2022/23, as set out at Appendix 'A' of the report, be approved.



11. School Place Planning Delivery Programme 2023-25

Cabinet considered a report setting out the draft School Place Planning Delivery Programme for 2023-25. The report detailed a series of projects which aimed to provide additional places in existing schools and proposed to consult on the establishment of two new primary schools and a new secondary school in Preston.

In presenting the report, it was noted that an amendment was needed to the Ribble Valley West entry located in Appendix 'A' of the report. The figures in the summary box should read "Phase 1: 75 (+15 PAN)" and "Phase 2: 150 (+30 PAN)".

Resolved: That;

- i. The School Place Planning Delivery Programme 2023-25 as set out at Appendix 'A' of the report be approved; and
- ii. Statutory consultations be conducted on sufficiency projects in the following school planning areas:
 - a. Establishment of a new primary school in Goosnargh & Grimsargh with Longridge.
 - b. Establishment of a new primary school in Preston Rural, North, West.
 - c. Establishment of a new secondary school in Preston.
 - d. Significant alteration projects in Brierfield; Goosnargh & Grimsargh with Longridge; Preston Rural, North, West; Chorley and South Ribble; Ribble Valley East and West.

12. Special Educational Needs and Disabilities Sufficiency - Bleasdale School, Silverdale

Cabinet considered a report on the residential element of Bleasdale School. It was noted that Bleasdale School was an all through school for pupils with profound and multiple learning difficulties in the north of Lancashire. The number of residential pupils had reduced significantly over recent years and Cabinet was asked to consider different options in relation to the future of the boarding provision at the school.

It was noted that Appendix 'A' of the report was in Part II and appeared at Item No. 21 on the agenda.

County Councillor Phillippa Williamson declared a non-Pecuniary interest as Bleasdale School is within her county council divisional area.

Resolved: That, following consideration of the information as set out in the report, including the options for the future of the residential provision at Bleasdale School, approval be given to initiate a feasibility study on all four options.



13. Lancashire Community Renewal Fund Progress and Financial Update

Cabinet considered a report setting out progress in the delivery of the Lancashire County Council Community Renewal Fund programme and the steps required to claim the final tranche of funds from the Government.

Resolved: That approval be given for up to £1.22 million of final grant payments to Community Renewal Fund projects, as set out in Appendix 'A' of the report, in advance of the payments being claimed back from UK Government.

14. Data Strategy

Cabinet considered a report on the county council's data strategy. It was noted that Lancashire County Council held a vast amount of data which had continued to grow exponentially over the past 20 years as services were digitised.

Resolved: That, the Data Strategy, as attached at Appendix 'A' of the report, be approved.

15. Fleetwood Maritime Museum - Boat Storage

Cabinet considered a report on the future of two historic vessels owned by the county council, and which were currently on loan to the Fleetwood Museum Trust. It was noted that the Museum Trust had developed a project proposal for the long-term preservation of the vessels and had requested financial and in-kind support from the county council.

Resolved: That the funding of £43,690 be provided during 2022/23, including the provision of in-kind support from the county council's Conservation and Collections Team to support a bid to the National Lottery Heritage Fund and the development of a conservation management plan over three years for both vessels which will also deliver skills training to apprentices and supervised volunteers.

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

It was noted that no urgent decisions had been taken by the Leader of the County Council and the relevant Cabinet Members, since the last meeting of Cabinet.

17. Urgent Business

There were no items of Urgent Business.

18. Date of Next Meeting

It was noted that the next meeting of Cabinet would be held at 2pm on Thursday, 3 November 2022 at County Hall, Preston.



19. 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.

20. 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.

21. Appendix 'A' of Item 12 - Special Educational Needs and Disabilities Sufficiency - Bleasdale School, Silverdale

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

Resolved: That, Appendix 'A' of Item 12 - Special Educational Needs and Disabilities Sufficiency - Bleasdale School, Silverdale, be noted.

Angie Ridgwell
Chief Executive and Director
of Resources

County Hall
Preston



Report to the Cabinet

Meeting to be held on Thursday, 3 November 2022

Report of the Chief Executive & Director of Resources

Part I

Electoral Division affected:
(All Divisions);

Corporate Priorities:
Delivering better services;

Budget Report and Savings Proposals for 2023/24

(Appendix 'A' (including 'A1') refers)

Contact for further information:

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

Brief Summary

The County Council has a net budget of £967m and in setting the budget for 2022/23 included a contribution from reserves of c£19m to support the structural deficit with the budget.

The financial forecast reported to Cabinet in September, identified an estimated financial gap of £87.054m in 2023/24, with this rising to £159.678m by 2026/27 which reflect financial pressures common across local government as a whole.

To address the structural financial deficit significant work has been undertaken by Directorates, with an emphasis on savings and efficiencies that can be made to support Lancashire County Council's overall financial position. This is a difficult time economically for all councils with higher than anticipated inflationary pressures, a higher than budgeted pay award and increasing demand for services, particularly social care following the pandemic. Levels of Government funding will not be released until the late Autumn; therefore, we have had to make significant assumptions regarding the funding that will be available in 2023/24.

This report highlights savings proposals for consideration to be included in the overall 2023/24 budget, with more detailed information provided in Appendix 'A'. These are generally focused on areas which will reduce cost or generate additional income without impacting negatively on service quality. Strong financial stewardship over recent years has resulted in reserve levels which allow a

considered and strategic approach to the identification of proposals to address the forecast funding.

There are several cross cutting strategic targets that are included that will further support reducing the financial gap and improve the efficiency and effectiveness of the organisation. However, even if all the proposals put forward are agreed there is still forecast to be a financial gap and therefore the final section of the report outlines potential options for achieving savings to ultimately reach a balanced budget over the lifetime of the medium term financial strategy (2026/27).

Recommendation

Cabinet is asked to:

- (i) **Approve** the budget proposals set out in Appendix 'A', authorise officers to proceed with their implementation (subject to appropriate consultation where required and approval by Budget Full Council) and agree that the 2023/24 budget is based on these revenue decisions.
- (ii) **Note** the reduced funding gap of £41.428m should the budget proposals be agreed covering the period 2023/24 to 2026/27 as set out in the revised financial outlook forecast for the council, in addition to a reduced funding gap for 2023/24 of £19.951m.
- (iii) **Agree** the approach to strategic targets set out in Section 3, and that these form part of the 2023/24 budget and updated medium term financial strategy position.
- (iv) **Note** the methodology of allocating further savings targets across the County Council with further proposals to be presented for approval at a future Cabinet meeting.

Detail

1. Overview of the financial position

The council is considering its budget and savings in a challenging and currently volatile global economic context that has affected local government as a whole with most councils reporting similar percentage increases to their funding gaps due to factors beyond our direct control. Work started on addressing the financial challenge soon after setting the current year budget in February and this, aligned with strong financial stewardship in recent years which has led to good levels of reserves, has enabled a considered and strategic approach to the budget focused on efficiencies, additional income generation and more effective use of resources.

At the start of 2022, UK GDP had maintained a positive recovery however the impact of rising energy prices on consumer incomes and industrial performance in the wake of the war in Ukraine continues to slow growth forecasts globally. In response, with inflation at multi-decade highs, central banks such as the Bank of England have

tightened monetary policy. The UK's GDP fell in August and economists continue to forecast recession in the UK from Q4 2022.

Economists advise that Government intervention has the potential to reduce the headline inflation rate, but underlying pressures remain. UK vacancies in the job market remain at record high levels, as does the number of payrolled employees (maintaining unemployment rate at the lowest rate since the 1970s). However, wages aren't keeping pace with inflation thereby squeezing household incomes for many and impacting consumer confidence at the lowest levels since records began.

At the time of writing, the latest UK economic forecasts remain subject to the latest Government fiscal and policy announcements. On 17 October, the Chancellor brought forward a number of measures from the planned Medium-Term Fiscal Plan and reversed almost all of the tax measures set out in the Growth Plan that have not been legislated for in parliament, stating these changes are designed to ensure the UK's economic stability and provide confidence in the government's commitment to fiscal discipline. The Government's energy price guarantee is intended to continue to April 2023. The Chancellor will publish the government's fiscal rules alongside an OBR forecast, and further measures, on 31 October.

The combination of rising spending demands on services, particularly in adult and children's social care, coupled with inflation/National Living Wage and legislative changes, mean we need to accelerate our transformation programme of change. We will manage demand more effectively embarking on a programme of innovative transformation with aim of achieving better outcomes at lower costs and employ a relentless effort to drive out every penny from efficiencies.

Whilst we see an unprecedented demand for our services, our number one priority remains to ensure we will support the most vulnerable in our communities. We will continue to do everything in our power to protect frontline services. The approach we will take to manage the increased demand means we will take a more transformational approach, embracing complexity and tackling reconfiguration across the system as a whole. This is an ambitious strategy which will achieve large-scale change much more rapidly.

The planned changes will lead to shifts in demand for health and social care, and in patterns of service usage, which will result in efficiencies and savings. We will provide services targeted on need, aimed at preventing problems leading to better coordinated care closer to people's homes.

In these times of financial constraint, an ever ageing population and growing demand for support, our core approach will emphasise wellness and the maintenance of independence. We will increasingly focus on what people are able to do for themselves and support individuals, families and communities to take the initiative. As we transform the way we work, we will maximise the role that technology plays and invest further in modernising our services.

As part of the Money Matters reports to Cabinet in September, an overspend was forecast across the revenue budget of £17.740m, which by way of context is 1.87% of the county council's net budget. The forecast overspend was caused by a number of factors that have had a significant impact on costs following the budget being set



in February, including a higher than anticipated pay award, increased demand for services and significant inflationary increases. These pressures are common across local government as whole.

All services have been undertaking detailed reviews of their assumptions and cost drivers to identify management actions to reduce costs to within budget. Updated monitoring activity since the quarter 1 forecast has already identified a significant improvement to the forecast position of over 45% based on actions already put in place, with further work ongoing to deliver a balanced financial position by the end of the financial year. A full update will be provided to Cabinet in the Quarter 2 Money Matters report in December.

Position at Quarter 1

The County Council has a net budget of £967m and in setting the budget for 2022/23 included support from reserves of c£19m to support the structural deficit with the budget.

At Cabinet in September 2022, an updated position was provided as to the structural deficit within the revenue budget that is forecast for future years and builds on the financial pressures being experienced in the current year. The Quarter 1 forecast financial gap had increased to £87.054m in 2023/24 and £159.678m by 2026/27. The increase is the result of a number of factors including modelling the impact of rising levels of inflation including interest rate increases, a significantly higher than anticipated suggested national pay award and increasing demand for adult and children's services.

Table 1 shows the medium term financial strategy reported to Cabinet in September with the different elements of changes to the budget required for future financial years and the subsequent forecast pressure/financial gap.

Table 1

	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Baseline expenditure	967	1,069	1,127	1,186
Pay	25	9	9	9
Price	44	29	33	35
Demand	34	16	14	15
Additional Grant	-7	1	0	0
Reprofiled savings	-11	-2	-1	-1
Capital financing	13	5	4	0
Other	4	0	0	0
Budget requirement	1,069	1,127	1,186	1,244
Funding	982	1,014	1,048	1,084
Budget Gap (reported Q1)	-87	-113	-139	-160

The value of the uncommitted transitional reserve reported at Quarter 1 was forecast to be sufficient to meet the forecast funding gap in 2023/24 but not later years due to the significant increase.

Reducing the Funding Gap

1. Savings Templates (Appendix 'A')

Whilst the scale of the forecast funding gap has increased during the year due to factors outside our direct control, work has been ongoing since March to identify proposals that will reduce the forecast funding gap and the requirement for reserves to support the revenue budget in future years. Our good financial position and financial stewardship in recent years has enabled this to be done in a planned and structured way and has involved looking in detail at budget trends over the last 5 years to identify opportunities for efficiencies, additional income, and more effective working, focusing activity on areas where our costs benchmark more highly compared to our comparator authorities.

There is a significant value of proposals across both adult and children's social care reflecting that they represent both a significant proportion of the current overall budget as well as the future forecast financial pressures of rising inflation and increasing demand for services resulting in the increased gap.

Appendix 'A' contains net efficiencies and savings proposals totalling £85.834m and would have addressed the original funding gap prior to the updated medium term financial strategy.



2. Strategic Targets

Despite the significant value of proposals identified by Directorates, there has been a significant increase in the forecast funding gap since the budget work started in March, due to the factors outlined in the report. The strategy to close the remaining financial gap is to introduce sustainable change, but this will take time to bring into effect. To achieve this ambition, several largely cross cutting workstreams have been identified that target efficiency and productivity gains and more effective service delivery. The detailed plans are not yet fully developed but targets have been identified which are believed to be achievable based on experience of similar programmes of activity in other organisations. The targets outlined in the report have been adjusted to reflect an assessment of current confidence levels and risks linked to their delivery, which will reduce as the detailed plans are developed and may lead to workstream savings targets increasing over time and updates provided to future Cabinet meetings.

- **Contracts**

The contract workstream target represents a 2% reduction in the cost of ongoing revenue contracts being targeted through strategic review of the contracts register to identify options for contract aggregation, rationalisation and reduction in the volume or cost of the services or goods being contracted for going forward.

- **Workforce**

The workforce workstream target is based on reductions in agency staff expenditure, improved sickness absence levels, robust vacancy management and a review of management spans and layers to reflect best practice.

The council continues to experience significant workforce pressures across a number of occupational roles and services and specifically in the care sector in line with most other authorities.

Due to the essential nature of the support and services care professionals provide to some of the most vulnerable Lancashire residents, including within the council's own residential homes for older people, it has been necessary to rely on agency staff to fill vacancies in order to meet safe staffing levels. This is not a desired position as it does not necessarily afford the continuity of care and relationship with residents or represent good value for money.

Although facing shortages of permanent staff the agency market is reasonably buoyant and this is contributing to further financial pressures on social care service budgets particularly. There is a similar position in children services where the cost of care placements has escalated significantly. Work continues to mitigate the financial risks to the authority whilst simultaneously protecting the interests and welfare of our most vulnerable citizens.

- ***Digital and Technology***

The digital workstream is identifying opportunities for the application of technology solutions to drive service efficiencies and will be a significant contributor to savings along with the business process workstream. A review of all digital and technology projects is taking place with a focus on the benefits to be realised within services from system implementation and to build benefits realisation plans into business cases for future technology investments.

- ***Property***

The property workstream is targeting a reduction in the size and cost of our property holdings through the strategic property review and will also help to deliver a level of one-off capital receipts which will be used to support the revenue budget over the next 2 financial years as outlined in the report. The property review is being delivered in line with the principles of the approved Property asset management Strategy which was approved in February 2020. The strategy contains objectives to review our property portfolio to ensure that it is appropriate for service delivery to ensure that we maximise use of our properties to maintain value for money. The ongoing review is taking full account of opportunities arising from new ways of working and the use of technology, which is reducing the demand for property. The review is also taking property condition, and decarbonisation ambitions into account as well as ensuring that service needs are properly understood and provided for as part of the process.

- ***Business Processes***

The business processes workstream will target process change and improvements through targeted activity to improve efficiency and reduce effort and cost by changing processes.

As part of the refinement of the proposals further work will be needed to reduce the risks associated with each savings element. Work will be undertaken to ensure any overlaps between savings are accounted for and that the profile of the savings is ambitious but achievable. In some cases, there will be a requirement for investment to deliver the work streams, but as yet this has not been quantified.

Targets will be reviewed as work progresses, detailed implementation plans developed and the level of confidence in the value of savings that can be delivered increases. The current targets are shown in Table 2.



Table 2

	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m
Contracts	-2.3	-5.6	-7.1	-7.7
Workforce	-4.7	-7.8	-8.7	-9.6
Digital and Technology	-0.3	-0.6	-0.9	-1.2
Property	0.0	-0.2	-0.4	-0.6
Business Processes	-1.7	-6.7	-13.3	-13.3
Total	-9.0	-20.7	-30.4	-32.4

3. Capital Receipts

From 1 April 2016 the Government introduced the flexibility for capital receipts (income derived from the sale of long-term assets) to be used to fund revenue expenditure, which meets certain criteria. Previously their use had been restricted to funding capital expenditure or the repayment of debt. To meet the qualifying criteria the revenue expenditure needs to relate to activity which is designed to generate ongoing revenue savings or to transform a service which results in revenue savings or improvements in the quality of service provision. The existing flexibility has been extended up to and including the year 2024/25.

The actual receipts received in any one year will fluctuate in line with local property markets and the type of asset available for sale. In addition, our strategic plan will change as we release assets aligned to business need. Therefore, there is a probability that in any given year the receipts received will be higher or lower than forecast the situation will be monitored closely.

A further review has been undertaken of the level of future capital receipts and an increased target included in the medium-term financial strategy. The target has increased from £2m of receipts already built into the strategy at Quarter 1 to £5m in both 2023/24 and 2024/25.



4. Revised Medium Term Financial Strategy

Table 3

	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m
Spending Gap as reported at Q1	87.054	112.763	138.812	159.678
Add change to forecast of spending:				
Net Savings Proposals (Appendix A)	-55.085	-66.575	-78.096	-85.834
Strategic Targets (Section 3)	-9.018	-20.866	-30.419	-32.419
Funding (Capital Receipts)	-3.000	-3.000	0.000	0.000
Funding Gap	19.951	22.322	30.300	41.428

The impact on the Transitional Reserve is shown in the table below. This indicates that the reserves are sufficient to cover the funding gap for next 4 years. However, by identifying further savings and/or delivering savings earlier than currently planned we would seek to address the gap sooner and ensure reserves are maintained for further service transformation and improvement.

Table 4

	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m
Opening Balance	191.093	166.590	141.784	111.485
Gap funding	19.951	22.322	30.300	41.428
Commitments	4.552	2.484	0.000	
Closing balance	166.590	141.784	111.485	70.057

5. Next Steps

Following the application of the savings templates, strategic targets and additional capital receipts shown above there remains a structural deficit of c£41m. The county council has healthy reserves as shown in Table 4 that can support the development of savings proposals and provide investment and resources.

In order to achieve a balanced budget position various other workstreams are in progress to identify and secure further savings. It is however worth noting that we



expect this gap to reduce as we secure better data to drive our ambition and confidence in the strategic targets set.

As a county council we regularly compare ourselves through benchmarking to other local authorities, particularly county councils. The data suggests that despite the savings proposals put forward in this report, in some service areas we remain high cost. Although there are always some limitations to benchmarking data, it is a good indicator of how we are performing in comparison to other county councils, therefore this data, along with other intelligence and evidence, will be used to set further targets for Directorates, with the target being to provide services at, or below, the unit cost of the median county council for each service area.

In addition, a further workstream that is looking to generate further savings/income relates to commercialisation. Work is ongoing to explore the potential of our existing companies to yield better returns or move into the private sector. All fees and charges are being reviewed and benchmarked to ensure we remain aligned to our markets. We will also review and identify opportunities to generate more income including offering best practice services to a wider market. All traded activities need to demonstrate appropriate returns and manage risk as set out in the commercial blueprint approved by Cabinet.

Consultations

Proposals will be subject to appropriate consultation where required. The outcomes of consultations will be reported back to Cabinet for consideration in due course.

Implications:

This item has the following implications, as indicated:

Equality and Cohesion

Cabinet must ensure that they comply with the requirements of the Public Sector Equality Duty as set out in s.149 of the Equality Act 2010.

The budget proposals are set out in this report. In some cases, they may have a negative impact on persons with protected characteristics and initial Equality Analysis reports are included where required. These must be taken into account as part of the decision-making process.

Risk Management

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

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



Level of Future Resources from Central Government

Risks remain in relation to the level of resources the council receives from the government in terms of support for the additional pressures as a result of the economic pressures, revenue support grant, social care grant, business rates and the fairer funding settlement which has been delayed for a further year. The current funding assumptions in effect roll forward the current year's confirmed funding but the actual funding position will not be known until late autumn.

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

Inflation

A significant level of additional resource has been included in the medium term financial strategy based on inflation and interest rate assumptions, primarily on capital debt financing, utility costs and contractual price increases, particularly on social care where there are nationally recognised funding issues in the residential and domiciliary care markets. In addition, the medium includes estimates of the cost of increases that would enable independent sector providers to meet the additional costs of the national living wage. Should inflationary pressures increase above those included in the current forecast position this would represent an additional financial pressure. Similarly, and reduction in inflation rates from our assumptions would have a positive impact.

Delivery

The medium term financial strategy assumes that already agreed savings including those delayed as a result of Covid-19 will be delivered in the period 2022/23 to 2024/25. There are also a significant number of other factors, both internal and external, which may impact upon delivery, and these will need to be clearly identified and either minimised or optimised as appropriate.

The county council has a good track record for delivering savings and this has been supported by a strong governance structure. As this paper presents many new savings proposals the governance structure will be reviewed to ensure it will support the higher volume of savings in addition to strategic targets.

Legal

Cabinet should be aware that these budget proposals are presented as suggestions which are likely to give rise to impactful efficiencies. It is likely that further work will be required to take forward the proposals including in some cases consultation, and where this is the case the outcome of the consultation and impact on the proposal itself will need to be considered at Cabinet. Where consultation is considered



necessary, it must be meaningful and the decision-maker must approach the issue with an open mind and take into account relevant representations.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

Appendix 'A1' is not for publication – Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The appendix contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.



Savings Templates 2023/24 – 2026/27

Contents

Reference	Page Number
Template Summary	1 - 4
Detailed Templates	5 - 83

Template Summary

Template Ref	Directorate	Brief Description	2023/24 £	2024/25 £	2025/26 £	2026/27 £
A002	Adult Services, Health and Wellbeing	Direct Payment Clawback	-1,000,000	-2,000,000	-2,000,000	-2,000,000
A004	Adult Services, Health and Wellbeing	Charging for Telecare service	-3,700,000	-3,700,000	-3,700,000	-3,700,000
A006	Adult Services, Health and Wellbeing	Council's Loan Store	-53,000	-61,000	-61,000	-61,000
A007	Adult Services, Health and Wellbeing	Respite Policy	-100,000	-100,000	-100,000	-100,000
A008	Adult Services, Health and Wellbeing	Preparations for Adulthood	-144,000	-484,000	-824,000	-1,164,000
A009	Adult Services, Health and Wellbeing	Living Better Lives in Lancashire (LBLiL)	-2,401,000	-7,301,000	-11,301,000	-11,301,000
A010	Adult Services, Health and Wellbeing	Additional income/cost sharing/joint funding with health	-12,630,000	-15,230,000	-21,630,000	-28,730,000
A011	Adult Services, Health and Wellbeing	Budget adjustments/realignments	-4,810,000	-4,810,000	-4,810,000	-4,810,000
PH001	Adult Services, Health and Wellbeing	Embedding prevention and demand management across the organisation	-3,500,000	-3,500,000	-3,500,000	-3,500,000
CE001	Education and Children's Services	High cost placements	-5,000,000	-5,000,000	-5,000,000	-5,000,000

Template Ref	Directorate	Brief Description	2023/24 £	2024/25 £	2025/26 £	2026/27 £
CE002	Education and Children's Services	Children and Young Peoples Joint Funding	-2,722,106	-2,671,614	-2,653,081	-2,651,143
CE003	Education and Children's Services	Specialist equipment loan store gatekeeping	60,000	-206,356	-206,356	-206,356
CE004	Education and Children's Services	Children's Safeguarding Assurance Partnership contribution	-26,220	-26,220	-26,220	-26,220
CE005	Education and Children's Services	Breathing Space	-684,000	-684,000	-684,000	-684,000
CE006	Education and Children's Services	Additional (3 bed) in-house residential children's home.	0	0	-313,000	-313,000
CE008	Education and Children's Services	National Housing Project	63,000	-446,000	-446,000	-446,000
CE009	Education and Children's Services	Various recurring underspends	-600,000	-600,000	-600,000	-600,000
ED001	Growth Environment and Transport	Northern Automotive Alliance	-75,000	-75,000	-75,000	-75,000

Template Ref	Directorate	Brief Description	2023/24 £	2024/25 £	2025/26 £	2026/27 £
ED002	Growth Environment and Transport	Growth Lancashire Subscription	-25,000	-25,000	-25,000	-25,000
H002	Growth Environment and Transport	Winter Gritting Route Review	-253,000	-253,000	-253,000	-253,000
H005	Growth Environment and Transport	Flail cutting	-50,000	-50,000	-50,000	-50,000
H006	Growth Environment and Transport	Business Development Team	-154,000	-154,000	-154,000	-154,000
T001	Growth Environment and Transport	Demand for Concessionary Travel Changes	-1,000,000	-1,000,000	-1,000,000	-1,000,000
T002	Growth Environment and Transport	Purchase of smaller wheelchair accessible vehicles and minibuses to reduce costs of external taxi provision.	0	-373,000	-559,000	-559,000
T005	Growth Environment and Transport	Extend Personal Travel Grant offer for SEND home to school transport	-100,000	-200,000	-200,000	-200,000
PE001	Growth Environment and Transport	Planning and Environment - Increase capital recharge	-45,000	-45,000	-45,000	-45,000
PE002	Growth Environment and Transport	Planning and Environment - climate and environment budget reduction	-40,000	-40,000	-40,000	-40,000
W001	Growth Environment and Transport	Recylate Income	-1,000,000	-1,000,000	-1,000,000	-1,000,000
R001	Resources	Property review - building running costs saving	-196,000	-340,000	-340,000	-340,000
CEX001	Chief Executive Services	Pensions	-3,500,000	-3,500,000	-3,500,000	-3,500,000

Template Ref	Directorate	Brief Description	2023/24 £	2024/25 £	2025/26 £	2026/27 £
CEX002	Chief Executive Services	Inherited Pensions Liability	-1,800,000	-2,100,000	-2,400,000	-2,700,000
CEX003	Chief Executive Services	Treasury Management	-9,000,000	-9,000,000	-9,000,000	-9,000,000
		TOTAL	-54,485,326	-64,975,190	-76,495,657	-84,233,719

Reference – A002

Service Name/Saving Option:		Direct Payments Clawback		
Which 'start year' does this option relate to		2023/24		
Gross Budget 2022/23		£681.855m		
Income 2022/23		£265.821m		
Net budget 2022/23		£416.034m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-1.130	-1.000	0.000	0.000	-2.130
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
4.00	0.00	0.00	0.00	4.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.130	0.00	0.000	0.000	0.130
Decisions needed to deliver the budgeted savings	Approve the establishment of 2 x grade 5 and 2 x grade 6 Exchequer Support officers to permanently increase the amount of income that the county council can 'claw back' in relation to Direct Payments. The costs of these additional staff can be offset against the expected savings.			
Impact upon service, other LCC services, service users and external partners	There should be no direct impact upon the service, partners or on service users.			
Actions needed to deliver the service change	<p>Approve the business case for the establishment of the 4 permanent additional staff within Exchequer Services.</p> <p>Exchequer services to recruit to the posts as soon as possible.</p> <p>Work to continue within Adults service to improve practice through Living Better Lives in Lancashire (LBLiL). LBLiL is a strength-based practice model, focussed on ensuring people are provided with the most appropriate care and support, in their home and/or local community, reducing the need for formal care which can be costly and often reduces independence.</p>			



Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	There is a risk that service users will perceive that the claw back arrangements will impact upon their ability to source care in emergency/one off situations. This risk is mitigated by arrangements already in place to ensure sufficient funds are in place to cover one off/emergency situations as required.
Is an Equality Analysis required and, if so, has one been undertaken?	No

What does this service deliver?

Exchequer services delivers a debt management function for the county council. One of the services it provides is in relation to the Adult Social Care Direct Payment policy. The policy enables service users to receive a budget to purchase services to meet their assessed needs. The direct payment often includes a 'buffer' amount to enable service users to meet any one off or emergency costs. The direct payment policy has recently been amended to reduce the amount of buffer that service users receive, from 10 weeks' worth of funding to 4 weeks. This change does not prevent service users from accessing emergency/one off funding as and when required, it is an adjustment to the amount of 'excess' monies that service users have in their bank accounts. This option will increase the amount of clawback that the county council is recouping.



Reference – A004

Service Name/Saving Option:		Telecare Charging								
Which 'start year' does this option relate to		2023/24								
Gross budget 2022/23		£5.400m*								
Income 2022/23		£0.000m								
Net budget 2022/23		£5.400m								
<i>*£0.620m funded from the Better Care Fund</i>										
Budget Change and Profiling (discrete year):										
2023/24	2024/25	2025/26	2026/27	Total						
£m	£m	£m	£m	£m						
-3.700	0.000	0.000	0.000	-3.700						
FTE implications:										
2023/24	2024/25	2025/26	2026/27	Total						
0.00	0.00	0.00	0.00	0.00						
Investment Required (Invest to Save):										
2023/24	2024/25	2025/26	2026/27	Total						
£m	£m	£m	£m	£m						
0.00	0.00	0.00	0.00	0.00						
Decisions needed to deliver the budgeted savings		Based on the Cabinet decision in September 2022, implement a charge for users of the Telecare service. This includes investment in the new digital solutions to considerably improve the user experience from the typical analogue pull cords, pendant alarms and door entry systems of the past.								
Impact upon service, other LCC services, service users and external partners		It is anticipated that the introduction of a new charging structure for the telecare service will result in: <ul style="list-style-type: none"> • a reduction of the numbers of people using the telecare service. Based on the experience of other councils this option is modelled on a 40% reduction (from over 16,000 to 9,600 service users). This will reduce expenditure by an estimated £2.1m; and • income generation, estimated at £1.6m per year. <p>The suggested fee rates below have been benchmarked with other Northwest councils:</p> <table border="1"> <thead> <tr> <th>Level</th> <th>Description</th> <th>Cost</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>			Level	Description	Cost			
Level	Description	Cost								



	<table border="1"> <tr> <td data-bbox="571 199 691 297">One</td> <td data-bbox="691 199 1187 297">On-site staff or a nominated family member /friend responds to an alert or emergency call</td> <td data-bbox="1187 199 1382 297">£4.00 per week</td> </tr> <tr> <td data-bbox="571 297 691 383">Two</td> <td data-bbox="691 297 1187 383">A mobile responder responds to an alert or emergency call</td> <td data-bbox="1187 297 1382 383">£5.50 per week</td> </tr> <tr> <td data-bbox="571 383 691 517">Three</td> <td data-bbox="691 383 1187 517">This service has all the benefits of service level 2, plus the additional option of having up to 3 wellbeing visits or calls per week</td> <td data-bbox="1187 383 1382 517">£9.00 per week</td> </tr> </table> <p data-bbox="571 562 1388 741">By reducing the number of service users there will also be a consequential reduction in the capital investment required to replace the existing analogue hubs with digital equivalents, ahead of the December 2025 digital switch off.</p>	One	On-site staff or a nominated family member /friend responds to an alert or emergency call	£4.00 per week	Two	A mobile responder responds to an alert or emergency call	£5.50 per week	Three	This service has all the benefits of service level 2, plus the additional option of having up to 3 wellbeing visits or calls per week	£9.00 per week
One	On-site staff or a nominated family member /friend responds to an alert or emergency call	£4.00 per week								
Two	A mobile responder responds to an alert or emergency call	£5.50 per week								
Three	This service has all the benefits of service level 2, plus the additional option of having up to 3 wellbeing visits or calls per week	£9.00 per week								
Actions needed to deliver the service change	<p data-bbox="571 786 1388 819">Implement the Cabinet decision to introduce a charge.</p> <p data-bbox="571 857 1388 925">Inform social care workers and other key stakeholders of the change in policy.</p> <p data-bbox="571 965 1388 1032">Liaise with Finance and other colleagues to implement the charging mechanism.</p>									
Is external consultation required	<p data-bbox="571 1077 1388 1111">Yes – completed</p>									
What are the risks associated with this change and how will they be mitigated	<p data-bbox="571 1189 1388 1256">There are a number of risks associated with implementing the new charging mechanism:</p> <ul data-bbox="619 1267 1388 2022" style="list-style-type: none"> <li data-bbox="619 1267 1388 1514">• Ceasing the service could present risk to those people who make this choice and could result in increased numbers of people contacting the 999 service to attend a fall or other emergency situation. We will promote a range of free and reduced cost digital technology as an alternative support solution; <li data-bbox="619 1525 1388 1883">• Other, more expensive, forms of formal support may be offered by assessors. The roll out of the Living Better Lives in Lancashire (LBLiL) programme will aim to identify all cost-effective alternative forms of support. LBLiL is a strength-based practice model which focusses on finding appropriate ways of providing care and support within a person's home and/or community, thereby reducing the need for formal care which can be costly and often reduces independence; <li data-bbox="619 1895 1388 2022">• Reputational damage through the implementation of a charge to vulnerable service users at a time of high inflation is probable. We will therefore promote alternative suppliers and offer competitive 									



	prices; and <ul style="list-style-type: none"> • The associated costs for the collection of unwanted telecare equipment will be mitigated through the use of Voluntary Community and Faith Sector (VCFS) Organisations such as Recycling Lives.
Is an Equality Analysis required and, if so, has one been undertaken?	Yes

What does this service deliver?

Lancashire County Council currently supplies a free service to over 16,000 telecare users in Lancashire. Telecare is an important means by which people can be supported to live independently in their own homes in lieu of traditional care and support (such as care at home). For many people and their families it is a 'peace of mind' service. Surveys from other Councils and responses to the recent consultation have shown a willingness to pay for the peace of mind and other benefits that telecare brings.



Reference – A006

Service Name/Saving Option:	Equipment Loan Store			
Which 'start year' does this option relate to	2023/24			
Gross budget 2022/23	£2.115m			
Income 2022/23	£0.000			
Net budget 2022/23*	£2.115m			
<i>*Adult Social Care expenditure</i>				
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-0.080	0.000	0.000	0.000	-0.080
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
2.50	-0.50	0.000	0.000	2.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.027	-0.008	0.000	0.000	0.019
Decisions needed to deliver the budgeted savings	To operate the county council's loan store (jointly operated with children's service) with the assistance of 2 dedicated clinical leads who will work closely with practitioners, prescribers and Medequip (the equipment provider) in the identification and provision of specialist equipment for people with assessed needs. To kick start the changes a project manager is required for 6 months in 2023/24. The staffing costs have been shared pro rata and Adult services have taken a 16.3% share of the costs based on the share of anticipated savings overall. Overall savings are projected at £0.492m, the adult social care share of that is estimated at £0.080m. Staffing costs can be offset from the savings.			
Impact upon service, other LCC services, service users and external partners	A review of the operation of the current loan store has been undertaken by an independent person with knowledge from other authorities who have improved the operation of their loan stores and saved money. The review has concluded that improvements can be made, particularly in relation to specialist equipment, which can often be over prescribed due to the lack of knowledge of the assessor/prescriber.			




	<p>Improvements can be made and savings achieved through the use of dedicated occupational therapist resource to assist with the identification of specialist equipment to best meet needs.</p> <p>The majority of the savings from this option will materialise in Children's services and for the NHS.</p>
Actions needed to deliver the service change	<p>Agree the findings of the independent review and share with Children's services and the NHS.</p> <p>Identify/employ dedicated clinical resource to work alongside assessors and prescribers. Seek part funding support from the NHS for these posts.</p> <p>Identify/employ a part time project manager for 6 months to kick start the work.</p> <p>Inform social care workers, the NHS, Medequip and other stakeholders of the new way of working.</p>
Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	<p>The main risks are in relation to the ability of the OTs to agree the specialist equipment that will meet the assessed needs. NHS and other stakeholders, including the service user and their family, may have an expectation about the level and or type of equipment that is needed. Sometimes expectations can be raised by the NHS for example upon discharge from a hospital setting. This can be mitigated by Living Better Lives in Lancashire (LBLiL) through social care workers being involved early in conversations with people and their families and liaising with the equipment service to ensure the right equipment is identified. LBLiL is a strength based practice model which focusses on providing the most appropriate care and support for people in their own home and/or local community, thereby reducing the need for formal care which can be costly and often reduces independence.</p>
Is an Equality Analysis required and, if so, has one been undertaken?	No

What does this service deliver?

The equipment loan store is jointly operated by children's and adults' services. The equipment provider Medequip sources equipment which is then loaned to people to





meet an assessed need. Specialist equipment, by its nature, is often expensive and not always easily recycled after use. Some of it requires maintenance, which comes with a cost. Ensuring best use of specialist equipment will improve outcomes and reduce cost for Adult's and Children's services and the NHS.



Reference – A007

Service Name/Saving Option:		Respite Policy		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£681.855m		
Income 2022/23		£265.821m		
Net budget 2022/23		£416.034m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-0.100	0.000	0.000	0.000	-0.100
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	<p>To include within the new Respite policy:</p> <ol style="list-style-type: none"> 1) removal of the current cap on charges for residential respite care so that service users pay the actual cost of receiving the service, subject to a financial assessment and the amount they are assessed as being able to afford to pay; 2) where direct payments for respite care are used to purchase care services, the service user will be charged what they can afford to pay based on a financial assessment. 			
Impact upon service, other LCC services, service users and external partners	<p>This proposal will not alter people's ability to access respite services for themselves or their carer.</p> <p>Service users will be charged for respite care in a care home based on a financial assessment which will determine how much they can afford to pay towards the cost. This assessed charge is currently capped at £116.20 per week.</p> <p>Where a person is receiving a direct payment for respite care and it is being used to purchase care services, they will be charged towards the cost based on a financial assessment which will determine how much they can</p>			



	afford to pay. There is currently no charge for direct payments for respite care.
Actions needed to deliver the service change	<p>Agree the proposed charging policy for Respite services</p> <p>Undertake a consultation exercise on a new Respite policy</p> <p>Develop a Respite policy based on the feedback from the consultation and present to Cabinet</p> <p>Inform social care teams of the changes</p> <p>Ensure service users who wish to access respite services are aware of the costs prior to accessing the service</p>
Is external consultation required	Yes and will be undertaken as part of the development of the new Respite policy
What are the risks associated with this change and how will they be mitigated	The key risk is in relation to people who wish to access residential respite and who subsequently decide not to proceed on the basis of the charge. The mitigation for this will be to ensure that service users are fully informed of the costs prior to making a decision to proceed with the residential respite care and if they decide not to proceed for alternative options to be discussed for example day services, some form of help around the house, support from family and friends.
Is an Equality Analysis required and, if so, has one been undertaken?	Yes and will be completed as part of the Respite policy development

What does this service deliver?

Respite services are offered to people and their carers either on a regular or 'one off' basis. They can include residential respite or day to day support such as help around the home, shopping and cleaning services, day services or other types of day time activity. People who receive a direct payment can use the money to cover this type of support. Respite services are offered through county council in house services or can be commissioned from the external market in various forms.



Reference – A008

Service Name/Saving Option:		Preparation for Adulthood (Transitions)		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£172.154m		
Income 2022/23		£18.369m		
Net budget 2022/23		£153.785m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-0.340	-0.340	-0.340	-0.340	-1.360
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
4.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.196	0.000	0.000	0.000	0.196
Decisions needed to deliver the budgeted savings	<p>To agree an invest to save budget saving option to enable the Transitions service to:</p> <ul style="list-style-type: none"> - Bring in additional permanent resource within the transition service to identify need at an early stage and to specify and procure best value services alongside meeting care needs in the most appropriate way, working with Children's services and the care market to develop service options well in advance of adulthood to enable choice, promotion of independence, best value and the best outcomes. - Work with colleagues in Children's services well before children reach the age of 18 to plan and prepare, alongside children and their families, for how care and support needs will be best met as children transition to adulthood. - Work closely with adult's Continuing Health Care (CHC) and children's Continuing Care (CC) Packages of Care leads to ensure eligible young people secure appropriate health funding. - Work with the care market to develop care and support options which will best meet the needs of children and their families and obtain best value for the council. 			



Impact upon service, other LCC services, service users and external partners

The service will be more 'upstream' in terms of how it plans and delivers services for children as they move on their life journey into adulthood.

The additional resource requested as part of this invest to save option will enable the service to engage more fully with the care market and Children's services to develop services for the future. At present the team's resources are at full stretch dealing with current 'caseload', they do not have the resource or skill set to work with the market to develop future options or the capacity to work more closely with Children's services in relation to children in the years preceding transition.

The additional staff requested (1 x grade 10 manager and 3 x grade 8 officers) will start to work with young people from the age of around 14, to identify their care and support needs, to encourage independence as far as possible and to identify accommodation and/or other care and support needs, as they move into adulthood. Given it is likely that many of these young people will require bespoke support arrangements, procurement work and planning with the council's housing specialists will need to begin earlier and continue more intensively than current staffing resources allow.

Current projections anticipate around 150 young people per year will transition to adult services. In each year group, there is a number of young people (c20 per year) with complex needs who receive a significant financial commitment from children's services. There are currently 41 young people known to the Transition Service with an existing children's service commitment of more than £100k per year, resulting in a total commitment for this cohort of approx. £8.1m per year, due to transfer to the adult service budget over the next 4 years.

Without intensive pre-planning and preparing well before the age of 18 there is a high likelihood based on current practice that these children will transition to adult's services with high cost, high dependency packages that are difficult to move away from. There is currently limited choice within the market, most of which is very high cost, and expectations are high in terms of the amount of support provided.

With pre planning in terms of working with Children's services, the children and their families it is possible to transition children with alternative packages to enable the appropriate level of care and support, support independence as much as possible, provide more choice



	<p>and achieve better value for money.</p> <p>Work is already underway in Children's services, through a dedicated resource, to obtain Continuing Care funding from health. This can be built upon with the additional resource requested in terms of seeking Continuing Health Care funding where appropriate for children who have already transitioned and for those transitioning in the future. A longer term objective that could deliver further savings would be to develop and identify providers through a type of framework or approved provider list rather than 'spot purchasing' from a wider, but limited, market.</p> <p>The savings proposed are based on an annual, year on year reduction of 10% of the annual budget growth (which is c.£3.4m pa)</p>
<p>Actions needed to deliver the service change</p>	<ol style="list-style-type: none"> 1. Agree the additional permanent resource requested and begin recruitment as soon as possible. 2. Develop and implement a service improvement plan alongside Children's services, informed by best practice relating to Preparing For Adulthood outcomes and the recommendations from an internal audit report due this year. 3. Adult services staff to engage with Special Education Needs and Disabilities (SEND) Inclusion colleagues to examine opportunities for joined up working and collaboration from Year 9 for those with the most complex needs. 4. Develop a pathway for working with young people with the most complex needs, incorporating transition, Inclusion, CHC/CC leads, housing specialists, health commissioners, and procurement colleagues. 5. Share information with stakeholders and service users and families as appropriate.
<p>Is external consultation required</p>	<p>No</p>
<p>What are the risks associated with this change and how will</p>	<p>There are a number of risks associated with this savings option:</p> <ol style="list-style-type: none"> 1) it may not be possible to recruit to the additional posts



they be mitigated	<p>in a timely way. This can be mitigated by starting the recruitment as soon as possible and advertising the posts as permanent to attract a strong field of candidates</p> <p>2) engagement with the market may be difficult at this time due to the range of pressures currently being felt by providers. This can be mitigated by linking in closely with the engagement work that is already undertaken by Commissioning and Contracts teams.</p> <p>3) the price of care and support services are currently increasing across the board. This may result in an element of the modelled savings not being deliverable. This can be mitigated by close monitoring of price and will be set against price assumptions made as part of the council's Medium Term Financial Strategy.</p>
Is an Equality Analysis required and, if so, has one been undertaken?	No

What does this service deliver?

The Transitions service currently employs 15 people and supports 770 young people with care and support needs who are preparing for adulthood. The service is responsible for providing information and advice to young people and their carers between the age of 14 and 19 typically. In addition to this role the team has a key role in completing an Assessment of Needs in advance of a young person's 18th birthday and arranging any services that may be necessary. The transition service supports young adults with any further changes in their support related to leaving school, typically after their 19th birthday.

It is anticipated that the number of people who will need such support will increase over time. This is partly due to the impacts of the pandemic and also because young people with disabilities are surviving well into adulthood as medical practices and health interventions continue to improve.

The service is currently under significant pressure and often finds itself reacting to needs which may have not been identified in time for creative commissioning and procurement. This can cause undue stress and anxiety for the young people and their families and staff and can often result in costly and possibly inappropriate services being commissioned. A more planned approach, with additional dedicated resource, will result in better value for money and better outcomes.

The current budget pressure each year in relation to new Transitions cases is c. £3.4m per year. It is estimated that the proposals outlined above could secure a reduction of 10% each year (£340k) on a cumulative, on-going basis.



Reference – A009

Service Name/Saving Option:		Living Better Lives in Lancashire		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£681.855m		
Income 2022/23		£265.821m		
Net budget 2022/23*		£416.034m		
<i>*Total Adults Service Budget</i>				
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-2.401	-4.900	-4.000	0.000	-11.301
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	Continue to roll out the Living Better Lives in Lancashire (LBLiL) Implementation Plan. The Plan builds upon the foundations of the 3 conversations strength-based practice model and encompasses elements of the wider ASC transformation work. The primary focus is developing and offering alternative care and support options to formal care. This will offer more person-centred care and support, improve people's independence, increase the use of community and other types of local support and reduce the overall demand for and costs of formal care packages.			
Impact upon service, other LCC services, service users and external partners	Service users will experience a more strengths-based approach to meeting their needs. There will be fewer 'hand offs' between services and alternatives to formal care will be offered where appropriate with a view to enabling people to remain as independent, in their own home, for as long as possible. The directorate's wider transformation plan encompasses a range of service review and redesign work which are built on the premise of putting the service user at the heart of what we do. Living Better Lives in Lancashire also encompasses workforce development and culture change programmes			



	<p>which are fundamental to its success. These savings are focussed on practice changes that will focus on finding alternatives/reducing costs for lower value packages of care, complex cases, 'pop ins' and multiple carer packages whilst still meeting need and will apply to 'new' service users and those people whose existing care and support would benefit from/requires a review.</p>
<p>Actions needed to deliver the service change</p>	<p>Continue to roll out the Living Better Lives in Lancashire Implementation Plan.</p> <p>Produce clear communications to staff about the expected changes to practice, why they are important and how they can be achieved.</p> <p>Develop and implement a workforce development and culture change programme to support the practice changes.</p>
<p>Is external consultation required</p>	<p>No</p>
<p>What are the risks associated with this change and how will they be mitigated</p>	<p>There are a number of risks associated with the delivery of savings in relation to Living Better Lives in Lancashire. A key risk is the success of the practice and culture change that sits at the heart of the strengths based 3 conversations approach. This risk can be mitigated through the development of an effective culture change programme and careful monitoring of the roll out. Another key risk is the availability and effectiveness of a range of alternative community-based alternatives to formal care. This can be mitigated through the continuation of work that is ongoing with communities and the Voluntary Community and Faith Sector (VCFS) through the Public Health teams and the identification and application of investment. A further risk is in relation to the modelling that has been done for Living Better Lives in Lancashire savings. They are based on a relatively small sample size, a number of assumptions about practice change and the availability of alternatives to formal care. This can be mitigated through careful monitoring of key performance metrics and evaluation of the roll out of the innovation sites.</p>
<p>Is an Equality Analysis required and, if so, has one been undertaken?</p>	<p>No</p>

What does this service deliver?

Living Better Lives in Lancashire (LBLiL) is not a service of itself. It is a programme of work, based around a culture change programme and new ways of working. It utilises a strength-based approach to working with people and their families and



uses the '3 conversations' to have early conversations with people before they reach a crisis point, wherever possible. The overall aim is to reduce the call on formal services and long-term care by utilising care and support within communities. It relies on a good range and mix of services within communities, many of which will be provided by the Voluntary Community and Faith Sectors (VCFS). The programme will need investment in community services and funding bids are in train to utilise Public Health grant monies as a means of 'pump priming' a range of community-based services and initiatives. The programme also relies on partners, primarily the NHS, working with us in this strength-based way. The programme aims to improve outcomes for people, streamline ways of working for staff and reduce costs over time.



Reference – A010

Service Name/Saving Option:		Additional income/cost sharing/joint funding with health		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£681.855m		
Income 2022/23		£265.821m		
Net budget 2022/23		£416.034m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-12.700	-2.600	-6.400	-7.100	-28.800
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
2.00	0.00	0.00	0.00	2.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.070	0.000	0.000	0.000	0.070
Decisions needed to deliver the budgeted savings	<p>A range of opportunities to work more closely with the NHS to improve cost sharing and other funding arrangements across a number of service areas whilst still meeting need and achieving the best outcomes for people.</p> <p>Approve 2 x permanent grade 6 staff for Exchequer services to action the additional income recovery.</p>			
Impact upon service, other LCC services, service users and external partners	<p>There will be no detriment to the services people will receive in terms of achieving the best outcomes, and in fact, resolving the long standing 'who pays for what' arguments that exist currently between the county council and the NHS will, in many cases, speed up people's access to services and improve decision making about the nature and location of services that people will receive. It will assist front line practitioners and improve the overall service user experience.</p> <p>The range of service areas addressed through this saving option are:</p> <ul style="list-style-type: none"> - Continuing Health Care (increasing the amount the 			



	<p>county council claims from the NHS for people's healthcare needs, building on a Continuing Health Care savings option previously submitted);</p> <ul style="list-style-type: none"> - a review of schemes funded through the Better Care Fund (BCF) (to free up monies to fund other services); - the county council making decisions about where to place people and the costs of that care when someone is discharged from hospital (rather than the NHS); - increasing the income from the NHS in relation to people with a learning disability who have health care needs (the NHS contribution is low compared to other areas); - increasing the income from the NHS in relation to people who are discharged from Mental Health services (the county council does not consistently review such on-going cost sharing arrangements); - increasing the amount the NHS contribute towards the Better Care Fund (the contribution the NHS make to the BCF in Lancashire is below the national average, it is in fact currently in the lower area of the lowest quartile. The NHS have committed to increase the contribution by £10m for 2023/24 and to work towards increasing incrementally to a figure of £22m, which is at the bottom of the upper quartile amount, over the next four years).
<p>Actions needed to deliver the service change</p>	<p>Agree the above principles with the Integrated Care Board (ICB) and Integrated Care System (ICS) as appropriate.</p> <p>Continue to work with the NHS to agree the pooled/joint/shared funding arrangements for each of the areas listed above.</p> <p>Inform operational staff and make the necessary practice changes as appropriate.</p> <p>Inform service users and families where appropriate.</p>
<p>Is external consultation required</p>	<p>No</p>
<p>What are the risks associated with this change and how will they be mitigated</p>	<p>There are considerable risks with this option in relation to the NHS's financial position and its ability to meet the obligations set out above. These risks are somewhat mitigated by the shift in Lancashire since the creation of the Integrated Care Board regarding the NHS's position on sharing and joint funding of some services and</p>



	<p>recognising the pressures on Adult Social Care budgets arising from under investment in some adult care services over recent times. The recent reforms in relation to the NHS and social care set out obligations on the NHS and local authorities to work closer together and in a more integrated way. Some senior leadership roles for the Lancashire system have been filled by people with a working knowledge of local government and this is seen as a positive step in greater understanding across the system of shared issues and pressures. The reforms include changes to some funding arrangements and assume more funding support to flow from the NHS to social care over time. All of this is set in the context of immense pressure on both NHS and local authority services and budgets which will not diminish in the coming years. Negotiating and recovering some of this income will require staff time and resource which is also a risk due to the current workforce pressures across the local authority and NHS. This risk can be mitigated to a degree by prioritising this work and potentially diverting or boosting resources if required.</p>
<p>Is an Equality Analysis required and, if so, has one been undertaken?</p>	<p>No</p>

What does this service deliver?

N/A



Reference – A011

Service Name/Saving Option:	Budget adjustments/realignments			
Which 'start year' does this option relate to	2023/24			
Gross budget 2022/23	£681.855m			
Income 2022/23	£265.821m			
Net budget 2022/23*	£416.034m			
<i>* Total Adult Service Budget as this template relates to different areas across the service</i>				
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-4.810	0.000	0.000	0.000	-4.810
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	Undertake adjustments to a number of Learning Disability budget areas which have consistently underspent for various reasons, adjust the Carers budget to reflect the actual costs of the contract, adjust the Better Care Fund (BCF) income budget to reflect the actual income uplift and adjust the growth assumptions for the Older People's Physical Disability services budget. Care has been taken to take into account offsetting overspends, savings still to be delivered and corporate cross cutting initiatives.			
Impact upon service, other LCC services, service users and external partners	No impact, this is a budget adjustment/realignment exercise to reflect ongoing underspends against budget. Budgets to be adjusted are as follows: <ul style="list-style-type: none"> • Learning Disability staffing £0.250m • Learning Disability nursing care £0.250m • Learning Disability day care £0.200m • Carers contracts uplift £0.300m • Better Care Fund income uplift £0.950m • Older People's Physical Disability growth assumptions £2.860m 			



Actions needed to deliver the service change	N/A
Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	The risk associated with this budget adjustment exercise is in relation to the Adult Social Care bottom line budget position in future years. Adjusting budgets to reflect the present and recent past does not provide a 'cushion' for any future year pressures. This will be mitigated by maintaining a close on-going financial monitoring position across all service areas.
Is an Equality Analysis required and, if so, has one been undertaken?	No

What does this service deliver?

N/A



Reference – PH001

Service Name/Saving Option:	Public Health - Embedding prevention and demand management across the organisation			
Which 'start year' does this option relate to	2023/24			
Gross budget 2022/23	N/A – Public Health Grant Reserve funding over 4 years.			
Income 2022/23				
Net budget 2022/23*				
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-3.500	0.000	0.000	0.000	-3.500
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	<p>Agree to us the Public Health Reserve to support a reduction in demand pressures across adult and children's services.</p> <p>Agree and confirm that the services financed from this contribution from the public health will comply with the grant conditions and guidance.</p> <p>Agree that the budget reduction achieved in the service areas will be sustained at the end of the MTFS period.</p>			



Impact upon service, other LCC services, service users and external partners	<p>The contribution of £14.0m (£3.5m for 4 years) from the reserve will release the base budget of related services within our organisation that contributes to improving public health outcomes. A final list of services is being identified.</p> <p>It will also allow us to re-orientate these services to become more preventative in managing rising demand.</p>
Actions needed to deliver the service change	<p>Identify and agree an action plan along with associated savings that will be accrued on a sustainable basis due to preventing/delaying/reducing demand on adult or children's services.</p>
Is external consultation required	<p>External consultation may be required depending on the sustainable service changes proposed at the end of the MTFS period.</p>
What are the risks associated with this change and how will they be mitigated	<p>Non-compliance with grant guidance and conditions poses the risk of the grant being clawed back. However, as identified above, this can be fully mitigated by ensuring the funding strategy identifies how public health outcomes will be achieved upfront during the decision-making process.</p>
Is an Equality Analysis required and, if so, has one been undertaken?	<p>No</p>


What does this service deliver?

Public Health Grant is a ring fenced grant made under section 31(4) of the Local Government Act 2003. It is received on an annual basis to fund the provision of public health services with the annual allocation calculated on a formula basis. It can be used for both revenue and capital expenditure.

The grant determination allows for underspent grant to be carried over into the next financial year. Funds carried over should be accounted for in a ringfenced public health reserve. All the conditions that apply to the use of the grant will continue to apply to any funds carried over.

Spend incurred against the grant is scrutinised via the completion and submission of the statutory Revenue Outturn (RO) form.





A contribution of £3.5m from the public health grant reserves is considered to be affordable and sustainable over the four year period of the Medium Term Financial Strategy (MTFS).



Reference – CE001

Service Name/Saving Option:		Avoidance of high-cost homes for children in care		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£50.771m		
Income 2022/23		£0.00m		
Net budget 2022/23*		£50.771m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-5.000	0.000	0.000	0.000	-5.000
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	<p>To agree a project, delivered as part of the existing Where Our Children Live Programme, which will better support the most vulnerable young people in a way that is both cost-effective and improves outcomes for young people and their families.</p> <p>To agree to the use of the existing agency placements budget to support more innovative interventions which will provide more options to appropriately avoid placements in high-cost homes.</p> <p>To note a change to the current staffing structure will be required to ensure teams are suitably created to allow for improved support services. The model will provide wider support including Exploitation Social Workers, Social Workers, Family Support Workers and Parenting Workers. Youth Workers will also be pivotal to improve engagement and provide support during evenings and weekends.</p>			



<p>Impact upon service, other LCC services, service users and external partners</p>	<p>The proposal supports the most vulnerable young people, is cost-effective and improves outcomes for young people and their families.</p> <p>The proposal takes elements of best practice evidenced through national research and adapted to our specific circumstances in Lancashire.</p> <p>The key elements of the proposal will include:</p> <ul style="list-style-type: none"> • A focus on the strengths of children and families. • A lead practitioner with the skills and experience to work closely with a young person and their family, developing a long term and trusted relationship and working in collaboration. • Strengthened partnerships with existing services e.g. social workers, outreach teams, targeted youth support teams, youth offending teams, legal teams and other agencies supporting the young person and family, but with the lead practitioner providing a golden thread. <p>The ten highest cost homes for children and young people in our care cost around £100,000 per week, over £5m a year. The costs associated with establishing this new model will be contained within the agency placement budget. The project will be delivered as part of the Where Our Children Live programme of work.</p> <p>The project is expected to support appropriate avoidance of very high cost homes by delivering strong and targeted intervention for children and young people who are on a trajectory where it is highly likely they would otherwise need a high cost home. The target cohort will be young people who are at significant risk of exploitation or who are being exploited.</p> <p>The proposal aims to develop packages of support to help young people remain with their families and/or be supported to move to appropriate lower cost provision.</p> <p>A fundamental element of the proposal is to consider the "placements budget" within children's social care not simply as a source of funding for residential or fostering placements, but as the source of funding to deliver the most appropriate package of support for young people.</p>
<p>Actions needed to deliver the service change</p>	<p>Establish project team – Complete</p> <p>Review of data to establish areas of importance to be considered within the model framework: August/</p>



	<p>September 2022.</p> <p>Identify key partners and initiate contact for participation with developing the model and highlighting importance of project: August / September 2022.</p> <p>Review of current processes and identification of areas requiring improvement: September – December 2022.</p> <p>Develop model building on national best practice: September – November 2022.</p> <p>Determine future staffing structures and operational processes: September – December 2022.</p> <p>Recruitment: January / February 2022.</p> <p>Staff training – Content to be decided whilst forming the model: March / April 2023.</p> <p>Implementation of model: From April 2023.</p>
Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	<p>The project will face challenges including:</p> <ul style="list-style-type: none"> • complex project involving a diversity of partners, within a tight timescale. • obtaining participation and engagement of young people and families. • delivery alongside the redesign/development of new children's home provision. • Re-alignment of teams to provide increased support to young people and families. • Additional training needs for staff. • Increased requirement to access partnering services more efficiently. • Further risks will be identified once the model has been determined. <p>Risks will be mitigated by delivering the project as part of the existing Where Our Children Live Programme, using Project Management capacity and governance already supporting that Programme, to ensure clear delivery plans, oversight and alignment with other projects.</p>
Is an Equality Analysis required and, if so, has one been undertaken?	Consideration of equality issues will be





	undertaken alongside the development of the model in Lancashire. This includes an Equality Analysis currently being developed related to an expected re-alignment of the teams.
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What does this service deliver?

The highest cost homes for children in care are predominantly those older teenagers who have experienced criminal exploitation. They are brought into care but progress to resettlement which results in being moved from different homes and become further away from families and their community.

The proposal delivers a project which identifies and implements alternatives to high cost homes, better support and earlier engagement of young people who are at risk of/being exploited, and their families, before they reach crisis.

By increasing varied support to young people and families who are at risk, it will improve relationships and communication through support from Family Support Workers, Parenting Workers and Youth Workers. Recent research has identified that use of Youth and Support Workers improved family relationships, enabling young people to continue to live with their families.

Emphasis on engaging with Teams Around the Schools and Settings will also enable robust plans to encourage young people to remain in education which will form as part of the model as it has been identified that once out of education, young people become more at risk of exploitation.



Reference – CE002

Service Name/Saving Option:	Children and young people's joint funding			
Which 'start year' does this option relate to	2023/24			
Gross Budget 2022/23	£29.860m			
Income 2022/23	£6.390m			
Net budget 2022/23*	£23.470m			
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-2.750	0.000	0.000	0.000	-2.750
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
1.00	1.00	0.00	0.00	2.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.028	0.050	0.018	0.002	0.098
Decisions needed to deliver the budgeted savings	<p>To review contributions to the cost of packages of care and support in relation to children and young people whose care needs have been assessed as eligible for funding from the NHS.</p> <p>To make permanent an existing temporary Grade 4 post, to be funded through increased contributions from the NHS, from 1 April 2023.</p> <p>To make permanent an existing temporary Grade 11 post, to be funded through increased contributions from the NHS, from July 2024.</p>			
Impact upon service, other LCC services, service users and external partners	<p>Lancashire County Council, with Cumbria County Council and Blackburn with Darwen Council, have worked with Health partners to develop a Children's Continuing Care and Complex Care protocol and associated processes. The revised protocol now broadens the scope for joint funding arrangements to be put in place. It is a complex and specialist area that historically has not been routine practice for Children's Social Care staff.</p> <p>Lancashire County Council has recently appointed to a</p>			



	<p>temporary post to provide expert professional support, advice and guidance to Childrens' Social Care & SEND staff, senior managers, and external stakeholders to interpret and apply the Protocol in practice and to ensure the successful implementation of the new pathways. This includes applying for the correct funding stream in a timely way and ensuring that the Council is not inappropriately delivering funded care and support to children and young people where funding should be the responsibility of the NHS. The costs of this post are expected to be sustained in the long term through contribution to the cost achieved. A need for additional business support, to facilitate the administrative process related to joint funding and information required by partners has been identified and to be funded from the contribution to the cost identified in this proposal.</p> <p>We expect that the recent strengthening of advice and support to ensure that the joint funding protocol is applied correctly will reduce the likelihood of the County Council delivering funded care and support which should be the responsibility of the NHS.</p> <p>The proposal will need to be applied carefully to ensure that it does not undermine the work undertaken with NHS and other local government partners to establish the joint funding protocol. The protocol will support stronger joint commissioning and will streamline and simplify funding arrangements and to help avoid disputes relating to the funding of care and support for children and young people which can ultimately lead to delays in them receiving the care and support they need.</p>
<p>Actions needed to deliver the service change</p>	<p>Review historic and new cases known to social care to determine whether an unmet health need has been identified.</p> <p>Apply the established process for review / consideration of cases jointly with NHS partners, supported by expert advice, to secure NHS funding for packages of care where appropriate.</p>
<p>Is external consultation required</p>	<p>No</p>
<p>What are the risks associated with this change and how will they be mitigated</p>	<p>The risks in relation to this option in the main relate to the relationship with the NHS. This risk can be mitigated by maintaining and building on the good working relationships that already exist.</p>



Is an Equality Analysis required and, if so, has one been undertaken?	No
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What does this service deliver?

Some children and young people may have very complex health needs. These may be the result of congenital conditions, long-term or life-limiting or life-threatening conditions, disability, or the after-effects of serious illness or injury. A continuing care package will be required when a child or young person has needs arising from disability, accident or illness that cannot be met by existing universal or specialist services alone.

A complex care package will be required when a child or young person, does not meet eligibility criteria for continuing care, but has recognised needs, including health needs, which impact on each other making the overall presentation more complex, and which still can't be met by existing universal or specialist services alone.

The Continuing Care and Complex Needs Protocol for children and young people applies to children and young people aged between 0-17 years, who may have one or a combination of physical disability, mental health needs, learning disability, end of life needs, and where these needs are not being met through the commissioning of universal and targeted services. In some cases, the child or young person will have been placed, or requires placement in a residential or therapeutic setting.

The protocol supports a Multi-Disciplinary Team holistic approach, with shared responsibility throughout the Continuing Care/Complex Care process, including health, education, and social care professionals representing their services or who know the child well, and is intended to ensure that children and young people get the right support from all partners as required.



Reference – CE003

Service Name/Saving Option:		Specialist Equipment		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£0.972m		
Income 2022/23		£0.000m		
Net budget 2022/23*		£0.972m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	-0.266	0.000	0.000	-0.266
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
1.00	0.00	0.00	0.00	1.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.060	0.000	0.000	0.000	0.060
Decisions needed to deliver the budgeted savings	<p>To reduce the costs of specialist community equipment for children and young people through:</p> <ul style="list-style-type: none"> The appointment of at least one clinician based at the stores depot to act in a gatekeeping role. The costs of additional roles are expected to be shared across children's, adults and NHS services. This proposal is based on an estimated contribution from Children's Services of £60k pa. A complete review and new offer from Medequip regarding the recycling of used items. The current ratio of recycled items vs new items ordered (all age) is 26% and this should be nearer to 50% to achieve savings. 			
Impact upon service, other LCC services, service users and external partners	<p>A review of the operation of the current loan store has been undertaken by an independent person with knowledge from other authorities who have improved the operation of their loan stores and saved money.</p> <p>The review has concluded that improvements can be made, particularly in relation to specialist equipment, which can often be over prescribed due to the lack of</p>			



	<p>knowledge of the assessor/prescriber. Improvements can be made and savings achieved through the use of dedicated OT resource to assist with the identification of specialist equipment to best meet needs.</p> <p>Savings are entirely based on improving inefficient practices that currently exist should not reduce the offer of community equipment where needed.</p> <p>Children's Services spend identified in the review totalled £887,854. Education spend identified in the review totalled £487,036. The review has identified a potential saving of 30% for services relating to children so savings of £226,356 have been estimated for this proposal, based on Children's Services spend, which would fall to the County Council's revenue budget.</p> <p>The initial review highlights significant challenges in delivering savings, alongside a procurement of the current service. Savings are not expected until 1 April 2024.</p> <p>The review and implementation impacts on all partners so must be undertaken as part of a system-wide approach.</p>
<p>Actions needed to deliver the service change</p>	<p>Identify/employ dedicated clinical resource to work alongside assessors and prescribers. Agree approach with Adult Services and NHS partners.</p> <p>Inform social care workers, the NHS, Medequip and other stakeholders of the new way of working.</p>
<p>Is external consultation required</p>	<p>No</p>
<p>What are the risks associated with this change and how will they be mitigated</p>	<p>There are significant challenges in recycling some equipment which is bespoke to individual young people and, through normal use, may not be able to be recycled. The proposal will not result in inappropriate recycling equipment which is not fit for purpose but does aims to maximise the opportunities for recycling.</p> <p>Costs of equipment are increasing due to inflation and supply issues. Whilst uplift has been considered in the MFTS, costs have fluctuated significantly over the last two years and costs may outweigh forecast uplift. Costs will be monitored to ensure that impact is understood.</p> <p>The number of items issued per person is increasing and</p>



	therefore overall spend is increasing. The increased issuing of equipment is aimed at supporting individual needs and to reduce levels of more costly support. The proposal is not intended to reduce the level of provision, but to ensure that provision is appropriate to needs and secured through more effective operation of the store.
Is an Equality Analysis required and, if so, has one been undertaken?	An Equality Analysis will be developed alongside the review of the operation of the service, so that any potential issues are identified and considered as new operational procedures develop.

What does this service deliver?

The equipment loan store is jointly operated by children's and adults' services. The equipment provider Medequip sources equipment which is then loaned to people to meet an assessed need. Specialist equipment, by its nature, is often expensive and not always easily recycled after use. Some of it requires maintenance, which comes with a cost. Ensuring best use of specialist equipment will improve outcomes and reduce cost for Adult's and Children's services and the NHS.



Reference – CE004

Service Name/Saving Option:	Children's Safeguarding Assurance			
Which 'start year' does this option relate to	2023/24			
Gross budget 2022/23	£1.200m			
Income 2022/23	£0.938m			
Net budget 2022/23*	£0.262m			
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-0.026	0.000	0.000	0.000	-0.026
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	Reduce the county council's financial contribution to the Children's Safeguarding Assurance partnership by 10%.			
Impact upon service, other LCC services, service users and external partners	<p>The proposal is to reduce the county council's financial contribution to the Children's Safeguarding Assurance partnership by 10%. It is expected that this reduction would also apply to other partners who provide funding to the partnership arrangements.</p> <p>The saving would be delivered through more effective use of independent scrutiny and review of activity supported by the Children's Safeguarding Assurance Partnership.</p>			
Actions needed to deliver the service change	<p>Engagement with funding partners to agree a collective approach to reductions in contributions.</p> <p>Changes to contracts relating to independent scrutineer.</p> <p>Review of activity and changes to business processes.</p>			



Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	<p>The main impact of the proposal will be to reduce the hours undertaken by the independent scrutineer, to focus on review of work and contribute to the development of the Annual Safeguarding Report, rather than attend operational meetings.</p> <p>The proposal is likely to result in a similar reduction in funding from other partners including the Integrated Care Board and Police.</p> <p>The hours available to the independent scrutineer will be reviewed in dialog with Childrens Safeguarding Assurance Partnership. Should concerns arise regarding effectiveness, the independent scrutineer will be able to discuss with senior leadership in the council, and with partners.</p> <p>Partners have been approached informally to determine whether they would support the approach and also wish to reduce their contributions.</p>
Is an Equality Analysis required and, if so, has one been undertaken?	No

What does this service deliver?

Across the Pan-Lancashire region, the Children’s Safeguarding Assurance Partnership (CSAP) replaced the previously separate Local Safeguarding Children Boards as the combined partnership approach. The Partnership is intended to ensure the safeguarding partners and all relevant agencies that work with children and families are committed to ensuring that safeguarding arrangements are of the highest quality, that they consistently promote the welfare of children and effectively safeguards them whatever their circumstance.

In order to ensure that the voice of children, young people and families is heard locally, three ‘tactical’ groups working across the North, Centre and East of the local authorities drive safeguarding assurance activities locally and report to the Children’s Safeguarding Assurance Partnership. The Partnership arrangements also bring together a Joint Business Unit to support the effective delivery of safeguarding priorities for children and young people across a large and diverse region, focussing on key areas of activity and working with a variety of partners across the children’s workforce.



Reference – CE005

Service Name/Saving Option:		Breathing Space		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£23.107m		
Income 2022/23		£4.582m		
Net budget 2022/23*		£18.525m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-0.684	0.000	0.000	0.000	-0.684
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	To agree a budget adjustment to reflect the expected level of efficiencies to be delivered through the "Breathing Space" approach, which was successfully trialled in summer 2022.			
Impact upon service, other LCC services, service users and external partners	<p>Over recent years there has been increased national and international concern about birth mothers who are caught in a cycle of repeat public law proceedings. Where birth mothers appear and reappear before the family court on account of child protection concerns, they face the prospect of multiple losses of children to out-of-home care and their circumstances make exceptional demands on children's services and the courts.</p> <p>In 2022 a small team was established within the Child and Family Wellbeing Team to test out approaches to better support women who are caught in a cycle of repeat public law proceedings. The support on offer from the family support worker includes planned and crisis support, individual support sessions and direct work, group work, liaison and advocating with other agencies and co-ordinating support where required. The Lancashire programme will work with women for up to 2</p>			



	<p>years, however, should there be subsequent pregnancies that do not result in statutory intervention then this support could continue.</p> <p>The approach has proved successful and savings in the region of £640,000 per annum could be achieved by reducing the number of children and families requiring support from children's social care.</p>
Actions needed to deliver the service change	<p>Continue to operate the Breathing Space approach.</p> <p>Monitor performance against expected outcomes for women supported through the programme and savings targets.</p>
Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	There are no significant risks to the approach. The model of delivery is already in place.
Is an Equality Analysis required and, if so, has one been undertaken?	No

What does this service deliver?

Breathing Space is an approach which aims to break the cycle where birth mothers appear and reappear before the family court on account of child protection concerns. The service, which is embedded within the County Council's Child and Family Wellbeing Team, comprises Family Support Workers who engage with women who meet referral criteria and deliver an offer including planned / crisis support, individual support sessions / direct work, group work, liaison and advocating with other agencies and co-ordinating support where required. The principles of motivational interviewing and family group conferencing are also adopted where appropriate.



Reference – CE006

Service Name/Saving Option:		Additional Childrens Home		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£50.771m		
Income 2022/23		£0.000m		
Net budget 2022/23*		£50.771m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	-1.262	0.000	-1.262
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	12.79	0.00	12.79
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.949	0.000	0.949
Decisions needed to deliver the budgeted savings	To agree to reduce the placements budget for children's social care by £1.262m (net savings of £313,000 after investment in staff, premises and cost of borrowing) per annum from 2025/26, reflecting the estimated savings that will be achieved if the matched funded capital bid for a new children's home is successful.			
Impact upon service, other LCC services, service users and external partners	<p>In September 2022, Cabinet approved:</p> <ul style="list-style-type: none"> the submission of a match funded capital bid to the Department for Education Children's Home Capital Fund for the development of a three-bed, short term children's home which includes specialist health interventions delivered as part of the placement (in collaboration with NHS partners). The allocation of match funding within the 2023/24 and 2024/25 capital programme, to be met by new capital borrowing. <p>The bid has been submitted to the DfE. If successful, the funding will enable a new 3 bed home to open by April 2025, which would include access to more specialist</p>			



	<p>support from NHS partners.</p> <p>Based on the differential between the average weekly cost of operating a 3 bed home in-house and the average weekly cost of a comparable agency placement, taking account of the cost of borrowing, the expected annual saving will be £313,000 per annum.</p>
Actions needed to deliver the service change	<p>Confirmation of the outcome of the DfE bid.</p> <p>Identification of appropriate site and development of detailed plans.</p> <p>Complete DfE Gateway review.</p> <p>Develop the new home, to be in operation by April 2025.</p>
Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	<p>Risks identified include:</p> <ul style="list-style-type: none"> • Dependency on matched capital funding provided by DfE through the bidding process. • Escalation of costs during the period of capital works. • Should the home lose registration for a period, costs will continue to be incurred with no revenue saving. <p>Risks can, to some extent, be mitigated through:</p> <ul style="list-style-type: none"> • A further proposal with revised savings profiles should the bid to the DfE be unsuccessful. • A future stop/go decision when location and final plans are developed. A DfE Gateway review will take place in 2023 to review plans. • Effective management of the home, including matching of children and young people, to ensure that good standards are maintained and that risks, including risks to registration, are considered carefully as part of the operation of the Home.
Is an Equality Analysis required and, if so, has one been undertaken?	No

What does this service deliver?

An establishment is a children's home if it provides care and accommodation wholly or mainly for children. Children are defined as people who are aged under 18. Young



people aged 18 and over may also live or stay in a children's home, but they must be in a minority. Children's homes must be registered with Ofsted.

The county council successfully operates a number of in-house children's homes, and is expanding current in-house provision, but is dependent on agency children's homes for the majority of children in care who require residential children's homes.



Reference – CE008

Service Name/Saving Option:	Lancashire House Project			
Which 'start year' does this option relate to	2023/24			
Gross Budget 2022/23	£100.478m			
Income 2022/23	£1.993m			
Net budget 2022/23	£98.485m			
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-0.201	-0.602	0.000	0.000	-0.803
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
6.00	0.00	0.00	0.00	6.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.264	0.093	0.000	0.000	0.357
Decisions needed to deliver the budgeted savings	<p>The proposal is to scale up Lancashire House Project by setting up two additional projects during 2023/24. By January 2025 the aim is to support c.30 young people each year to achieve better outcomes through the Lancashire Projects. Savings will be delivered by reducing placement costs for young people leaving care.</p> <p>To establish the following permanent posts:</p> <ul style="list-style-type: none"> - 2 x Grade 9 Project Co-ordinators, recruiting one in April 2023, the second in October 2023. - 4 x Grade 6 Project Facilitators, recruiting two in April 2023 and a further two in October 2023. 			
Impact upon service, other LCC services, service users and external partners	<p>The National House Project (NHP), established as a National Charity as part of the Department for Education Social Care Innovation Programme, aims to better prepare care leavers for independence by supporting young people under the age of 18 who are ready and wish to do so to move into a property and to take responsibility and ownership for that accommodation</p>			



	<p>which may become their lasting home.</p> <p>Other House Projects operating nationally have excellent outcomes for young people, including no failed tenancies to date for young people who have joined local Projects.</p> <p>Local Projects are delivered in-house by Local Authority staff who receive training from the NHP to adopt a trauma-informed approach and to work to the NHP's psychologically informed practice framework, therefore investment in additional staffing is required.</p> <p>The young people are chosen through a selection process and undertake a 3-6 month induction process together to develop trusting relationships, learn together and support each other to develop their individual properties.</p> <p>Lancashire County Council was successful in 2021 in its bid to the National House Project charity and is currently setting up the first Project in Preston. This is the first in-house supported accommodation service to be delivered by the Authority. The group of 9 young people will begin the induction process in September 2022 and each year as one cohort graduates a new cohort of 8-10 young people will join the Project in Preston.</p> <p>House Projects support care leavers in a way that improves outcomes for the young people and is cost effective. Being outcomes-based, the savings that will be achieved will depend upon the cohort who join the project. Costs are avoided by moving young people in a planned and supported way from other services including residential care, foster care, and other types of supported accommodation services.</p> <p>The Corporate Parenting of children in our care and care leavers extends to all agencies involved in their support. One of the key principles of Corporate Parenting is to take account of the views, wishes and feelings to help children and young people to gain access to and make the best use of services provided by the Local Authority and relevant partners. The ongoing supply of suitable housing stock will be vital, and we will need to work closely with our various Housing Provider partners to deliver successful Projects.</p> <p>It is anticipated that longer term savings will be achieved for the wider public sector through improved outcomes.</p>
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Actions needed to deliver the service change	<p>Commitment to support the projects from Housing Providers in the relevant districts will be vital to their success. Work will need to commence as soon as possible to establish the availability of housing stock and to discuss service level agreements.</p> <p>Recruitment of the Project Lead (x2) Facilitator (x4) posts.</p> <p>Identify base/office accommodations for staff & young people to meet in the relevant Project districts.</p> <p>Recruit the cohorts of young people for each Project, and work with young people and Housing Providers to identify appropriate homes.</p>
Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	<p>Young people who join the Projects will have some degree of choice as to where their home is, within the geographical area of the Project and dependent on the availability of void properties from Housing Providers. The greatest risk that insufficient housing stock of appropriate size and location will become void each year when a new cohort join a Project. Peer support is crucial to the success of House Projects and a smaller cohort, limited by housing supply, could have a detrimental impact on the outcomes for young people and also present a financial risk.</p>
Is an Equality Analysis required and, if so, has one been undertaken?	No


What does this service deliver?

The National House Project (NHP), established as a National Charity as part of the Department for Education Social Care Innovation Programme, aims to better prepare care leavers for independence by supporting young people under the age of 18 who are ready and wish to do so to move into a property and to take responsibility and ownership for that accommodation which may become their lasting home.

Other House Projects operating nationally have evidenced excellent outcomes for young people, including no failed tenancies to date for young people who have joined local Projects.

Local Projects are delivered in-house by Local Authority staff who receive training from the NHP to adopt a trauma-informed approach and to work to the NHP's psychologically informed practice framework.





The young people are chosen through a selection process and undertake a 3-6 month induction process together to develop trusting relationships, learn together and support each other to develop their individual properties.

Lancashire was successful in 2021 in its bid to the NHP and is currently setting up the first Project in Preston. This is the first in-house supported accommodation service to be delivered by the Authority. The first group of 9 young people will begin the induction process in September 2022 and each year as one cohort graduates a new cohort of 8-10 young people will join the Project in Preston.

The proposal is to scale up to set up two additional projects during 2023/24 in other parts of the county so that by January 2025 c.30 young people each year will be supported to achieve better outcomes through Lancashire Projects.

The key elements of the Service include:

- A focus on preparing young people to take on - and importantly sustain - a successful tenancy.
- Lead practitioners who are trained in Trauma Informed Practice and working to a psychologically informed practice framework supporting each young person to develop the practical and emotional skills required to manage a tenancy.
- Creating the opportunity for young people to build trusting relationships, learn together and to establish a peer support network in addition to the professional support.
- Access to the House Project Learning Programme and strong links with existing services including the Virtual School.
- Strong partnership working with Housing Providers to ensure that sufficient appropriate housing stock is available for the Projects and that all parties are invested in the short and long term future of the young people.

Reference – CE009

Service Name/Saving Option:		Education and Children's Services - Budget adjustments/realignments		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£287.504m		
Income budget 2022/23		£58.136m		
Net budget 2022/23		£229.368m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-0.600	0.000	0.000	0.000	-0.600
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.00	0.00	0.00	0.00	0.00
Decisions needed to deliver the budgeted savings	<p>Agree to reduce the budgets in recurrently underspending areas. These areas are detailed below:</p> <p>Education & children's services central costs:</p> <ul style="list-style-type: none"> • Premature retirement costs: £0.325m <p>Safeguarding inspection & audit:</p> <ul style="list-style-type: none"> • Staffing budget, mainly the business support service following the implementation of a new combined service in 2019: £0.075m <p>Cultural services:</p> <ul style="list-style-type: none"> • Staffing: £0.100m <p>Education improvement 0 - 11 years:</p> <ul style="list-style-type: none"> • Increased income: £0.100m 			
Impact upon service, other LCC services, service users and external partners	N/A			
Actions needed to deliver the service	N/A			



change	
Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	N/A
Is an Equality Analysis required and, if so, has one been undertaken?	No



Reference – ED001

Service Name/Saving Option:	Business Growth - Northern Automotive Alliance			
Which 'start year' does this option relate to	2023/24			
Gross budget 2022/23	£8.069m			
Income 2022/23	£7.336m			
Net budget 2022/23*	£0.733m			
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-0.075	0.000	0.000	0.000	-0.075
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	Agree to stop the Service Level Agreement with the Automotive Alliance as Lancashire has become the only sub-region to support the alliance in this way.			
Impact upon service, other LCC services, service users and external partners	Possible Loss of specialist capacity and knowledge working with automotive primes and supply chain in the Lancashire economy, will need to be offset with in-house and partner insight.			
Actions needed to deliver the service change	Need to inform Northern Automotive Alliance.			
Is external consultation required	No			
What are the risks associated with this change and how will they be mitigated	Almost certainly will impact the viability of the organisation as it remains very small and highly dependent on this grant. We would look to facilitate Cross sectoral approaches to promoting innovation and working to encourage diversification across the Advanced Engineering and Manufacturing will need to fill the information and service gap left.			



Is an Equality Analysis required and, if so, has one been undertaken?

No

What does this service deliver?

The Northern Auto Alliance provides specialist capacity and knowledge working with automotive primes and supply chain in Lancashire.



Reference – ED002

Service Name/Saving Option:		Business Growth Service - Growth Lancashire Subscription		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£8.069m		
Income 2022/23		£7.336m		
Net budget 2022/23*		£0.733m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-0.025	0.000	0.000	0.000	-0.025
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	<p>Stop providing subscription fee to Growth Lancashire.</p> <p>The county council pays separately for any services it purchases from Growth Lancashire through Growth Hub contracts and does not currently use any of Growth Lancashire's wider service offer.</p>			
Impact upon service, other LCC services, service users and external partners	<p>The company is currently part of the Growth Hub service supply chain. Whilst it is not expected that withdrawal of the subscription fee would impact on the viability of the company, there would be implications if the company were to cease to exist.</p> <p>The council is a company member and whilst LCC currently administer (as company secretary) the accountable body (Blackburn with Darwen council) or another member could potentially replace this democratic services function if required.</p> <p>Whilst LCC would be withdrawing its subscription from a multi-authority company (primarily east Lancashire authorities) it would continue to work collaboratively through other partnership work.</p>			



Actions needed to deliver the service change	Discuss and serve notice of the contribution to Growth Lancashire.
Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	Withdrawal from partnership companies would be mitigated by continued collaborative working with Lancashire local authorities.
Is an Equality Analysis required and, if so, has one been undertaken?	No

What does this service deliver?

Growth Lancashire provides business support, planning and conservation services to local authorities.



Reference – H002

Service Name/Saving Option:		Winter gritting route review		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£4.650m		
Income 2022/23		£0.000m		
Net budget 2022/23*		£4.650m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-0.253	0.000	0.000	0.000	-0.253
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.00
Decisions needed to deliver the budgeted savings	<p>Decision to review the winter gritting network. We currently have 45 primary routes that have not been reviewed for many years.</p> <p>To develop the route efficiencies, funding of £50,000 is required in 2022/23 and will be provided from the Transitional Reserve.</p>			
Impact upon service, other LCC services, service users and external partners	<p>The review will consider a risk based approach including a focus on the priority network. Reducing the gritted network length would result in some changes for highway users using lower risk untreated routes that no longer meet our criteria.</p>			
Actions needed to deliver the service change	<p>Re-optimisation of gritting routes</p> <p>Recalculation of salt storage</p> <p>Change of scope of provided weather forecast</p>			
Is external consultation required	No			



<p>What are the risks associated with this change and how will they be mitigated</p>	<p>Using a risk based approach, we would aim to reduce the gritted network length and there will some locations that no longer meet our criteria and some new roads that do. The network has not been reviewed for some years and the process here would be to make our routes even more efficient and make greater use of intelligent and dynamic condition data for a more targeted treatment. What the actual efficiencies and risks look like, we will only know once the review has taken place.</p> <p>The potential risks include:</p> <ul style="list-style-type: none"> • May need to install more grit bins on the untreated priority network but will be an increase in costs. • Will need to warn and inform highway users that routes will be untreated. • May result in increased highway network damage as ice will remain on untreated priority routes, maintaining lower temperatures for longer. • Could lead to increased repairs to be carried out on the network after the winter season. • Potential increase in winter related collisions on untreated priority network.
<p>Is an Equality Analysis required and, if so, has one been undertaken?</p>	<p>Yes</p>

What does this service deliver?

The winter service is a statutory function covered by Section 41 of the Highways Act 1980 and as the highway authority are under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.

Further duty is imposed in Part 2 of the Traffic Management Act 2004 - Network Management by Local Traffic Authorities – which places a network management duty on all local traffic authorities in England and requires such authorities to do all that is reasonably practicable to manage the network effectively to keep traffic moving.

The Winter Service supports these duties and our priorities are laid down in our policy document by ensuring that, as far as is reasonably practicable, the highway network continues to provide for the safe and reliable passage of all users in ice and snow conditions. However, it is important to recognise that in discharging its statutory duty, the county council as highway authority will need to prioritise the availability of scarce resources in terms of plant, work force and salt.



Winter Service Policy Statement

The county council's Overall Winter Period will extend from Mid-October to Mid-April however, the actual end of the season is determined by forecast information and will be extended when it is indicated that winter conditions are likely to persist beyond Mid-April.

The Core Winter Period covers December, January and February, but recognising that severe winter weather can occur earlier or later, particularly in Pennine Lancashire. The weather forecasting contract extends from 1st October to 31st April with conditions monitored throughout this period.

The county council aims to provide a Winter Service that, as far as is reasonably practicable, will permit the safe movement of traffic on priority roads at all times and keep to a minimum delays and accidents in which ice or snow is a contributory factor.



Reference – H005

Service Name/Saving Option:	Reduce frequency of rural and high speed road grass cutting by flail			
Which 'start year' does this option relate to	2023/24			
Gross budget 2022/23	£25.439m			
Income 2022/23	£18.180m			
Net budget 2022/23*	£7.259m			
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-0.050	0.000	0.000	0.000	-0.050
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	<p>Agree to reduce frequency of grass cutting by flail from 4 cuts to 3 across Lancashire.</p> <p>This only applies to rural and high speed roads.</p> <p>Sightlines at junctions will continue to be maintained as a road safety priority.</p>			
Impact upon service, other LCC services, service users and external partners	<p>Some district councils provide this service on behalf of Lancashire County Council and hence the proposal will mean a reduction in their budget allocation.</p> <p>Communities may see the longer grass as being untidy but areas affecting safety will continue to be cut as per current arrangements.</p>			
Actions needed to deliver the service change	Instruction to staff to cease if approved.			
Is external consultation required	No			



<p>What are the risks associated with this change and how will they be mitigated</p>	<p>There are potential positive benefits as reducing cuts can be seen as supporting bio-diversity. Allowing grass to grow longer has been an issue raised by communities.</p> <p>Whilst longer grass has a more natural appearance with associated bio-diversity benefits, reducing frequency will mean grass will be longer when cut and will tend to look more untidy until degradation. This cut grass could be swept up however that is not intended as it would come at an extra cost negating the effect of the savings proposed. We do not collect the cut grass now.</p>
<p>Is an Equality Analysis required and, if so, has one been undertaken?</p>	<p>No</p>

What does this service deliver?

This forms part of the service delivered by Highways as part of the annual road maintenance works and budget.



Reference – H006

Service Name/Saving Option:	Highways – Business Development Team			
Which 'start year' does this option relate to	2023/24			
Gross budget 2022/23	£0.154m			
Income 2022/23	£0.000m			
Net budget 2022/23*	£0.154m			
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-0.154	0.000	0.000	0.000	-0.154
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
-3.00	0.00	0.00	0.00	-3.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.00	0.00	0.000	0.000	0.00
Decisions needed to deliver the budgeted savings	Decision to remove the Business Development Team consisting of 3 posts.			
Impact upon service, other LCC services, service users and external partners	This team was introduced to keep abreast of research and innovation on products, processes, technique and equipment. Research and innovation will be carried across the Highways & Transport Service..			
Actions needed to deliver the service change	Stop the recruitment exercise.			
Is external consultation required	No			
What are the risks associated with this change and how will they be mitigated	This is a new team comprising currently vacant posts. The potential risk stems from ensuring the resource is available across the wider service rather than a dedicated resource.			
Is an Equality Analysis required and, if so, has one been undertaken?	No			



What does this service deliver?

This team was introduced to keep abreast of research and innovation on products, processes, technique and equipment. Research and innovation will be carried across the Highways & Transport Service.



Reference – PE001

Service Name/Saving Option:	Planning and Environment Service - increased capital income			
Which 'start year' does this option relate to	2023/24			
Gross budget 2022/23	£9.323m			
Income 2022/23	£5.903m			
Net budget 2022/23*	£3.420m			
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-0.045	0.000	0.000	0.000	-0.045
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	<p>Achieving this extra income depends on the county council successfully securing a number of live applications for external funding; or starting delivery of projects that have secured funding but have yet to commence. This includes:</p> <ul style="list-style-type: none"> • South Lancaster Growth Catalyst • Levelling Up Fund • Active Travel Fund 4 • A582 / MRN scheme. 			
Impact upon service, other LCC services, service users and external partners	There may be opportunities for other services to also secure additional income.			
Actions needed to deliver the service change	Securing a number of live applications for external funding; or starting delivery of projects that have secured funding but have yet to commence.			
Is external consultation required	No			





What are the risks associated with this change and how will they be mitigated	Some or all of the funding applications are not successful.
Is an Equality Analysis required and, if so, has one been undertaken?	No

What does this service deliver?

The service delivers planning, design and delivery of major transport infrastructure projects.



Reference – PE002

Service Name/Saving Option:		Environment and Climate budget		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£0.260m		
Income 2022/23		£0.000m		
Net budget 2022/23*		£0.260m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-0.040	0.000	0.000	0.000	-0.040
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	Reduction in climate change budget for the following: <ul style="list-style-type: none"> • peatland restoration (£15,000) • air quality' (£15,000) and • 'strategy and programme management' (£10,000) 			
Impact upon service, other LCC services, service users and external partners	Small reduction in the county council's ability to secure external grants and deliver projects when the funds are used as match in funding applications.			
Actions needed to deliver the service change	N/A			
Is external consultation required	No			
What are the risks associated with this change and how will they be mitigated	Reduced operational budgets reduces the capacity to deliver interventions and/or to provide match funds to potential external grant bids. Relatively small values limits the actions required to achieve the saving relative to the reduced capacity. Mitigation involves more efficient use of remaining budgets and investigation of alternative			





	sources of match funding for grant bids.
Is an Equality Analysis required and, if so, has one been undertaken?	No.

What does this service deliver?

The service delivers projects and programmes aligned to the county council's corporate priority of 'protecting our environment'. The service also delivers some of the county council's duties in the Environment Act 2021.



Reference – T001

Service Name/Saving Option:		Demand for Concessionary Travel Changes		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£25.452m		
Income 2022/23		£7.402m		
Net budget 2022/23*		£18.050m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-1.000	0.000	0.000	0.000	-1.000
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	<p>Agree to reduce the statutory concessionary travel budget as declining usage over recent years and the increase in age to be attained for eligibility has resulted in less demand on the budget.</p> <p>Concessionary Travel is a statutory function where bus operators are to be reimbursed so they are "no better nor no worse off" for carrying concessions. The concessionary market has declined over recent years and so has usage. The Covid 19 pandemic has also seen a further reduction in use as peoples travel habits have changed.</p>			
Impact upon service, other LCC services, service users and external partners	Because the Concessionary Travel scheme is a demand-led statutory scheme, there will be no effect upon bus services and their users			
Actions needed to deliver the service change	No specific actions are required, as this saving is possible as a result of reduced pass usage.			
Is external consultation required	No			



<p>What are the risks associated with this change and how will they be mitigated</p>	<p>There is a slight risk that bus travel by holders of English National Concessionary Travel Scheme cards will increase due to the improvements to bus services in Lancashire through the Bus Service Improvement Plan.</p> <p>A review is currently underway into the reimbursement rate of county council's concessionary travel scheme and the impact on changes to current usage and transport market. It is unlikely that we will understand the impacts of these changes on the concessionary travel reimbursement rate until this work is complete, in late Autumn 2022.</p>
<p>Is an Equality Analysis required and, if so, has one been undertaken?</p>	<p>No</p>

What does this service deliver?

The English National Concessionary Travel Scheme is a national scheme by the Department for Transport in conjunction with local authorities across England that allows free bus travel for concessionary passengers who are elderly or disabled.



Reference – T002

Service Name/Saving Option:		Vehicle Purchase and reduced taxi provision		
Which 'start year' does this option relate to		2024/25		
Gross budget 2022/23		£33.083m		
Income 2022/23		£2.770m		
Net budget 2022/23*		£31.033m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	-0.667	-0.333	0.000	-1.000
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	-30.00*	0.00	0.00	-30.00
<i>* Redundancies not anticipated. See impact upon service section below</i>				
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.295	0.147	0.000	0.442
Decisions needed to deliver the budgeted savings	<p>There have been significant increases in tender costs for mainstream and SEND transport contracts and increasing demand for SEND transport. The current practice of relying heavily on the private hire market is looking increasingly unsustainable so therefore other proposals need to be considered. Of particular concern is the growing risk that the market will be unable to support the level of provision required, which would result in the council failing to deliver its statutory duty to provide home to school transport for children with SEND.</p> <p>This is an invest to save proposal which would require capital investment initially of circa £2.6m, that investment could have a payback period in an estimated 3 to 4 years.</p> <p>This proposal is the acquisition of 50 smaller wheelchair accessible vehicles and minibuses which could be expected to yield annual savings in the region of £1m pa through merging two or three escorted taxi contracts to be delivered by one minibus with driver and passenger assistant. The timeline of saving delivery is dependent on</p>			



	<p>the delivery times for new vehicles.</p> <p>The investment included in the template refers to borrowing costs relating to the capital investment.</p>
Impact upon service, other LCC services, service users and external partners	<p>The service budgets will come under increasing pressure not only from the requirement to provide transport to school for an increasing number of children with SEND but also the rapidly increasing cost of this provision resulting from increasing tender costs. Furthermore, the risk of failing to deliver our statutory duty is growing rapidly.</p> <p>There will be an increase in the number of Driver Attendants but a greater reduction in the number of Passenger Assistants. Recruitment of Passenger Assistants is challenging and it is most unlikely that redundancies will be required.</p>
Actions needed to deliver the service change	Acquisition of the vehicles, recruitment of drivers and passenger assistants and route planning activity to merge taxi contracts.
Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	The principal risk is that vehicle delivery times may be extended and the private hire market diminish further in the interim.
Is an Equality Analysis required and, if so, has one been undertaken?	No

What does this service deliver?

Integrated Transport Services provide home to school transport for Special Educational need and disability (SEND) students through a combination of in-house provision on our Travelcare minibuses and through contracts with private hire and taxi operators depending upon which is the most cost effective and appropriate method. Transport to colleges or special schools is also managed for post 16 SEND students. The unit also manage private hire and taxi contracts for certain mainstream scholars where small numbers are travelling and a bus is not a cost effective solution. Transport for excluded students is managed by the team.



Reference – T005

Service Name/Saving Option:	Public and Integrated Transport Service Extend Personal Travel Grant offer			
Which 'start year' does this option relate to	2023/24			
Gross budget 2022/23	£33.083m			
Income 2022/23	£2.770m			
Net budget 2022/23*	£31.033m			
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-0.100	-0.100	0.000	0.000	-0.200
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	Agree to extend the personal travel grant offer to a wider group of eligible service users and their parents/guardians.			
Impact upon service, other LCC services, service users and external partners	<p>Home to school transport duty will continue to be discharged.</p> <p>Balance of activities within team may change slightly but no additional resource required. Minimal impact on other services.</p> <p>Reduced demand for private hire services. The private hire market is rapidly becoming unable to support demand and so there will be not be significant detriment.</p>			
Actions needed to deliver the service change	Working with Inclusion Service to approach families that may find this proposal attractive.			
Is external consultation required	No			



What are the risks associated with this change and how will they be mitigated	Slight risk that some families may not be able to sustain home to school transport provision and relinquish grant. Service can be retendered in such circumstances. Grant misuse can be mitigated by regular payments through year and no block allocation in advance.
Is an Equality Analysis required and, if so, has one been undertaken?	No

What does this service deliver?

Integrated Transport Services provide home to school transport for Special Educational need and disability (SEND) students through a combination of in-house provision on our Travelcare minibuses and through contracts with private hire and taxi operators depending upon which is the most cost effective and appropriate method. Transport to colleges or special schools is also managed for post 16 SEND students. The unit also manage private hire and taxi contracts for certain mainstream scholars where small numbers are travelling and a bus is not a cost effective solution. Transport for excluded students is managed by the team.



Reference – W001

Service Name/Saving Option:		Recyclate Income		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£3.195m		
Income 2022/23		£5.539m		
Net budget 2022/23*		-£2.344m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-1.000	0.000	0.000	0.000	-1.000
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	Approve an increased income target within the waste management budget in relation to recyclate income to reflect current market conditions.			
Impact upon service, other LCC services, service users and external partners	No direct impacts although, as well as prices, recyclate income levels are also dependent on tonnages, so any changes in volumes of different waste streams collected could impact the saving.			
Actions needed to deliver the service change	No specific action except to source the best available prices in the market for the different waste streams.			
Is external consultation required	No			
What are the risks associated with this change and how will they be mitigated	<p>The income from dry recyclables is market driven. Should markets change the resultant income could reduce. In a worst case scenario, the income could become a cost which would counteract the saving proposed.</p> <p>Some scope has been left within the waste budget to accommodate minor changes in the market.</p>			



Is an Equality Analysis required and, if so, has one been undertaken?	Not required
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What does this service deliver?

- The operation of 15 household waste recycling centres and a community reuse and recycling centre.
- The operation of two waste transfer stations.
- The operation of two waste recovery parks (through Lancashire Renewables Ltd)
- The procurement and management of multiple services and waste processing contracts.
- The development and implementation of an integrated Health, Safety and Quality Management System.
- Strategy and partnerships
- Infrastructure development
- Finance and data management
- Operations performance management
- Waste minimisation, recycling and reuse projects and initiatives
- Communications.



Reference – CEX001

Service Name/Saving Option:		Employer Pension Contributions		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23				
Income 2022/23				
Net budget 2022/23				
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-3.500	0.000	0.000	0.000	-3.500
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	<p>The Lancashire County Pension Fund is required to undertake a full actuarial valuation of its assets and liabilities every three years to assess the financial health of the Pension Fund and determine individual employer contribution rates.</p> <p>The initial assumptions for the 2022 valuation have been considered and the funding position for the 2022 valuation assessed. Provisionally the results show the Fund to be in a strong position with an improved funding level now showing a significant surplus. Against this, there are significant risks to short to medium term funding in the current economic environment – in particular the risks posed by the current inflationary environment, and the prospect of high inflation being extended and potentially weighing on long term growth.</p> <p>To recognise this specific risk, as well as the general risks inherent in the scheme (long term inflation, mortality, exposure to higher risk assets), “funding buffers” have been applied, so that some surplus is retained in the Fund, with surplus above the buffer being</p>			



	<p>used to offset employer's future service contributions. This has been set at a level such that total contributions (at Fund level) reduce by a reasonable amount, while also reducing the likelihood of future increases being required. The aim has been to strike a balance between addressing current budgeting concerns for employers and the Fund's responsibility to ensure long term solvency and contribution stability (and so providing fairness between current and future taxpayers).</p> <p>The provisional results are showing a small reduction in the employer contribution level from 17% to 16.3% of pensionable pay along with the option of a reduction in contributions if they are prepaid in advance of when normally due. This option has been agreed at the last 2 triennial valuations and delivered financial savings.</p>
Impact upon service, other LCC services, service users and external partners	None
Actions needed to deliver the service change	Early payment of the employer contributions.
Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	The proposal for early payment of contributions can be supported within the council's cashflow management arrangements.
Is an Equality Analysis required and, if so, has one been undertaken?	No



Reference – CEX002

Service Name/Saving Option:		Inherited Pension Liability		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£14.461m		
Income 2022/23		£-0.746		
Net budget 2022/23*		£13.715		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-1.800	-0.300	-0.300	-0.300	-2.700
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	<p>Agreement to reduce the amount provided for in the budget to fund inherited pension liabilities.</p> <p>These payments will be impacted by CPI rates and mortality rates. When looking at future projections it is expected that this budget can be reduced in each financial year as detailed above.</p>			
Impact upon service, other LCC services, service users and external partners	There will be no impact on the service.			
Actions needed to deliver the service change	A monitoring process will need to be put in place to ensure that actuals are falling in line with forecast over the future years.			
Is external consultation required	No			
What are the risks associated with this change and how will they be mitigated	The risk with this proposal is that the actuals do not fall in line with the forecast over future years. The regular monitoring or the position will provide information as to the current performance and projection. This risk is low, as the current budget is forecast to underspend by the			



	value of the 2023/24 saving.
Is an Equality Analysis required and, if so, has one been undertaken?	No

What does this service deliver?

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

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



Reference – CEX003

Service Name/Saving Option:		Treasury Management		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		£48.872m		
Income 2022/23		£18.688m		
Net budget 2022/23		£30.184m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-9.000	0.000	0.000	0.000	-9.000
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
0.00	0.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.000	0.000	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	<p>To increase the income target within the treasury management budget by £9m.</p> <p>Treasury management is the management of the council's investments and cash flows, its banking, money market and capital market transactions. It also includes the effective control and management of the risks associated with these activities, ensuring that the council gets the best performance within acceptable risk parameters.</p> <p>The Treasury Management Strategy is agreed annually and sets out the council's approach for both its borrowing and investment activity.</p> <p>Budget surpluses on Treasury Management have been delivered consistently over a number of year including an underspend of £13.5m in 2021/22.</p>			
Impact upon service, other LCC services, service users and external partners	None			



Actions needed to deliver the service change	No change to current practice
Is external consultation required	No
What are the risks associated with this change and how will they be mitigated	<p>Although in previous financial years the treasury management function has provided significant underspends/over achievement of income within its budget, the current economic outlook is challenging and there is a risk that surpluses of this scale may not be achievable in future years.</p> <p>A Treasury Management reserve has been in place for a number of year to manage market volatility and any underachievement of the target would be offset by drawing on this reserve which currently has a balance of £36m.</p>
Is an Equality Analysis required and, if so, has one been undertaken?	No

What does this service deliver?

Treasury management is the management of the council's investments and cash flows, its banking, money market and capital market transactions. It also includes the effective control and management of the risks associated with these activities, ensuring that the council gets the best performance within acceptable risk parameters.



Reference – R001

Service Name/Saving Option:		Asset Management		
Which 'start year' does this option relate to		2023/24		
Gross budget 2022/23		22.269m		
Income 2022/23		-1.317m		
Net budget 2022/23		20.952m		
Budget Change and Profiling (discrete year):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
-0.340	0.000	0.000	0.000	-0.340
FTE implications:				
2023/24	2024/25	2025/26	2026/27	Total
4.00	-4.00	0.00	0.00	0.00
Investment Required (Invest to Save):				
2023/24	2024/25	2025/26	2026/27	Total
£m	£m	£m	£m	£m
0.144	-0.144	0.000	0.000	0.000
Decisions needed to deliver the budgeted savings	<p>Permanently close, declare surplus and dispose by 1-1 sale at open market value to public sector partner or on the open market:</p> <ul style="list-style-type: none"> • Great Harwood Young People's Centre 23300150000012000 • Burnley Chaddesley House Social Services Office 23300150000012000 • Chorley Youth Offending Team 23200047300152000 • Morecambe Agile Working Base 23350191000022000 • Hastings Place, Lytham 23250052000012000 			
Impact upon service, other LCC services, service users and external partners	<p>Children and Family Wellbeing Services will reconfigure the pattern of delivery to ensure support continues to be targeted and available to those that need it and will liaise with their partner services as appropriate.</p> <p>Other LCC services will be able to access corporate touch down facilities and/or be allocated access to alternate accommodation in the vicinity.</p>			
Actions needed to deliver the service change	<p>Agree relocation of services to alternate accommodation. Some settings may require capital investment to address suitability, condition and decarbonisation, yet to be</p>			



	<p>costed.</p> <p>Facilities Management will require additional capacity to manage the Vacating Premises Procedure including removal of fixtures, fittings and equipment from sites.</p>
Is external consultation required	<p>Children and Family Wellbeing Service reconfiguration in relation to:</p> <ul style="list-style-type: none"> • Great Harwood Young People's Centre 23300150000012000
What are the risks associated with this change and how will they be mitigated	<p>The estimated capital receipt for these premises ranges between £1.25m and £1.88m however this will be dependent on the route to which premises are brought to market and local market conditions.</p> <p>Where works are necessary to accommodate services displaced by this proposal, it is suggested that capital receipts form part of the invest to save proposal.</p> <p>We do not consider that the premises identified are suitable candidates for community asset transfers. Any approval for asset transfer would negatively impact on the potential value of capital receipts and timescales. Legislative timescales could also apply.</p>
Is an Equality Analysis required and, if so, has one been undertaken?	No

What does this service deliver?

Asset Management Service provides strategic management of the council's property, school and highway assets. A strategic review of property assets is underway with the aim of reducing the council's property holdings to deliver a more sustainable portfolio. The operational premises budget is held by Facilities Management. Capital receipts for property disposals are managed by the Estates Service.



Report to the Cabinet

Meeting to be held on Thursday, 3 November 2022

Report of the Director of Finance

Part I

Electoral Division affected:
(All Divisions);

Corporate Priorities:
Caring for the vulnerable;
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 the following procurement exercises:

- (i) Provision of Food Distribution Network
- (ii) Network refresh – provision of backbone dark fibre services
- (iii) Lancashire Advocacy Hub and Lancashire Carers Advocacy Service
- (iv) Construction Partnering Framework

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

Recommendation

Cabinet is asked to approve the commencement of the procurement exercises as set out in Appendix 'A'.

Detail

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

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

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A



<p>Procurement Title Provision of a Food Distribution Network to Lancashire County Council</p>			
<p>Procurement Option Public Contract Regulations (PCR) 2015 Compliant – Above Threshold Open Tender Procedure</p>			
<p>New or Existing Provision Existing, due to expire in April 2023</p>			
<p>Estimated Annual Contract Value and Funding Arrangements Approximately £4million per annum</p> <p>Estimated Total Contract Value: £16million</p> <p>Approximately 90 to 95% will be funded by the School and Residential Care Catering Service (Facilities Management) and the remaining 5% to 10% across the rest of the county council including but not limited to: Facilities Management Services, Education and Children's Services and Adult Services.</p>			
<p>Contract Duration Four year framework agreement.</p>			
<p>Lotting The tender will be for a single supplier framework for the distribution of food and drink products (including the supply and distribution of fresh fruit and vegetables) to over 550 Lancashire County Council units, the majority of these being schools and colleges.</p> <p>Lotting has been disregarded for the provision of a single distributor as there is a requirement for consistency of service across the school, college and care network.</p> <p>However, the aim of the overall strategy is to tender subsequent lots under a separate framework for the supply of food and drink (across multiple product ranges) into the sole distributor that is awarded this contract. This will in turn encourage bids from local Small Medium Enterprises that do not have the infrastructure to distribute their products to the number of units stated above and at the frequency required countywide.</p>			
<p>Evaluation</p> <table border="1" data-bbox="207 1691 1385 1742"> <tr> <td>Quality: 60%</td> <td>Financial Criteria: 40%</td> </tr> </table> <p>Quality criteria will focus on: Operation Mobilisation, Quality Assurance Processes, Customer Service and Product Recall Procedures, Information Systems, Business Contingency Planning, Social Value and Product Testing.</p>		Quality: 60%	Financial Criteria: 40%
Quality: 60%	Financial Criteria: 40%		

Social Value will account for 10 to 15% of the total criteria focusing on environmental sustainability, supporting themed events in schools, promoting healthy eating in schools, and promoting training and employment opportunities for the people of Lancashire, particularly those from vulnerable groups.

Contract Detail

The majority of the contract requirements for the supply of various food product groups can be found on a number of existing 3rd party frameworks. However, further competition through these frameworks has been discounted as they restrict the potential number of suppliers who are able to bid for this contract (and the subsequent supply only contracts); and in the majority of cases are limited to large-scale national suppliers, rather than regional providers or Small Medium Enterprises. Furthermore, contracts let under the available 3rd party frameworks would not support the food distribution network strategy outlined here.

The current contract for a Food Distribution Network has been in place since 1st May 2019 and is due to expire on 30th April 2023.

The procurement will provide a renewal of existing provisions for a single provider to operate a food distribution network (including supply of Fresh Fruit and Vegetables). Separate report(s) will be submitted outlining the procurement approach for the supply of individual food contracts, such as fresh provisions, groceries, frozen foods, fresh meat etc. as and when required throughout the duration of this contract (which the contracted distributor will also be able to tender for). The main outcomes of this overall strategy are listed below:

- A reduction in the number of customer orders to individual suppliers and consequently, a reduced number of transactions and invoice processes.
- A reduction in the number of separate deliveries from individual suppliers contributing to safe roads around Lancashire schools.
- Removal of the complex logistics required to deliver to over 550 units (multiple times per week) under the current individual supply and distribution contracts will help to reduce 'barriers to entry' for small providers as they will only be required to deliver once or twice a week into a single distribution hub.
- A reduction in barriers to entry will encourage local supplier and Small Medium Enterprises to bid for subsequent supply only contracts.
- Contribute to reducing carbon emissions by reducing the number of delivery vehicles required in the Lancashire area, reducing the number of food transport miles.

- Promote training, employment and educational opportunities for the people of Lancashire particularly identified vulnerable groups.

The successful distributor will also be responsible for the supply of fresh fruit and vegetables as part of the same contract for the reasons outlined below:

- Majority of the products required have a short shelf life; and therefore, contracting with a supplier who is responsible for both supply and delivery ensures availability and quality.
- Fresh fruit and vegetable deliveries have a high delivery frequency (up to 3 times per week for some units), any additional delivery planning for subsequent contracts is minimised as these can be added to the existing deliveries.
- It ensures that the successful supplier has a vested interest in the food and drink industry and is able to support the county council's key development / priorities, specifically the catering services objective in maintaining required standards, including:
 - Positively influencing the Obesity and Health Agenda.
 - Continuous growth of primary and secondary school take up across Lancashire and subsequent growth of the School and Residential Care Catering Service.
 - Continual development of product range to meet customer need.
 - Maintaining Food for Life Served Here Silver Award for the School and Residential Care Catering Service.
 - Maintaining Sugarwise Gold Award for predominant primary school menu offering.
 - Value for money.

Procurement Title

Network Refresh - provision of backbone dark fibre services

Procurement Option

Further Competition via the Crown Commercial Service Gigabit Capable Connectivity Dynamic Purchasing System (RM6095)

New or Existing Provision

Renewal of existing service provision due to end of current contract

Estimated Annual Contract Value and Funding Arrangements

Current contract is £234,000 per annum covered by existing revenue budget in Digital Services.

Estimated one-off cost to change to a new provider is £340,000, which is to be funded by existing Digital Services Infrastructure refresh budget if a different provider were to win the competition.

New contract value is unknown until bids are received but early market engagement identified future costs being the same, or less, than the current annual costs and will all be met from Digital Services revenue budget.

The chosen route to market will ensure that the authority remains PCR compliant whilst allowing two of the three incumbent suppliers to bid for renewal of some specific routes within the requirement using the fibre assets that are already contracted. This is an opportunity for those suppliers to make a more attractive commercial offer to the authority than that estimated, particularly in terms of reduced up-front costs for Digital Services.

Contract Duration

The Contract(s) will be let for an initial period of ten years from 20th March 2023, with an option to extend for a further five years, concluding no later than the 19th March 2038.

Lots

The Authority's requirements have been split into multiples lots:

- Lot 1 – Unlit Dark Fibre service between Preston and Manchester (via Accrington).
- Lot 2 – Unlit Dark Fibre service between Preston and Manchester (via Burscough).
- Lot 3 – Unlit Dark Fibre service between Preston and Kendal (via Lancaster).
- Lot 4 – super lot in the event a single provider is selected for lots 1 and 2.
- Lot 5 – super lot in the event a single provider is selected for lots 1, 2 and 3.
- Lot 6 – core fibre between Whalley and Burscough (via Preston).

The Authority intends to award a separate contract for lot 1 and 2 service providers. In the event the same provider is ranked first in lot 1 and 2, the Authority will consider either:

1. a second ranked provider in either lot 1 or 2, or
2. the awarding of lot 4 to a single provider for both lot 1 and 2 routes.

If the Authority intends to award a contract under lot 3 and 4, then the Authority will consider whether a single provider under lot 5 would be beneficial to the Authority. Lot 6, as a separate technology, will be awarded independently to lots 1 to 5.

The Authority reserves the right not to award a lot(s) or routes within each lot.

Evaluation

The Contract will be established by evaluating service providers against the following criteria:

- 60% technical, quality, and social value
- 40% whole of life costing

As this is a further competition under an existing Crown Commercial Service Dynamic Purchasing System, the usual stage 1 selection questionnaire has already been completed for each service provider when joining the Dynamic Purchasing System.

Contract Detail

Lancashire County Council (operates a Wide Area Network that provides broadband and private connectivity for Council buildings, Schools, District Councils, other Public Sector partners and Commercial entities within Lancashire and surrounding Counties. The Wide Area Network also provides a resilient interconnect between Lancashire County Council Data Centres that are located within Preston and Manchester.

The backbone of the network is based on a mixture of rented dark fibre, and Lancashire County Council owned dark fibre within both owned and rented sub ducts. The contracts that support rented dark fibre and rented subduct are due to expire in 2023.

The county council intends to contract with suppliers who are able to provide managed infrastructure services in the form of unlit dark fibre. Crown Commercial Services framework core terms and schedules will be used for this procurement activity. The Authority's Legal Team will make minor amendments and additions to this contract to meet the outcomes of the service requirements and align the contract to the legal risk appetite of the council.

Procurement Title

Statutory Advocacy Service (Generic and Carers Specific): Lancashire Advocacy Hub and Lancashire Carers Advocacy Service

Procurement Option

Public Contract Regulations (PCR) 2015 Compliant – Above Threshold Open Tender Procedure

New or Existing Provision

Existing. The current contracts for the Lancashire Advocacy Hub and Carers Advocacy Services are due to end on 31st July 2023. This contract was extended beyond the original term (it was previously due to cease on 31st July 2022) via a waiver of Procurement Rules. This extension was to allow for consideration of possible changes in Liberty Protection Safeguarding legislation under the Mental Capacity (Amendment) Act 2019 and associated Regulations, and how this might impact on statutory advocacy services. The government is currently preparing its response to a public consultation on Liberty Protection Safeguarding and no implementation date for the proposals has yet been announced by government.

Estimated Annual Contract Value and Funding Arrangements

The funding for this new service will be:

Advocacy Hub: Annual Value: £1,667,500
Total Value: £8,337,500

This includes retention of the additions made to the budget during the existing contract term to provide for statutory advocacy at new mental health facilities at Priors Kemple View, Langho and Pine House Rehabilitation Unit, Bacup; additional Independent Mental Capacity Advocates to address the backlog of Deprivation of Liberty Safeguards cases in preparation for the eventual implementation of Liberty Protection Safeguarding; and an inflationary uplift.

Carers Advocacy: Annual Value: £120,000
Total Value: £600,000

Although implementation of the Liberty Protection Safeguarding legislation has been delayed, when it is implemented there will be additional impact on advocacy services; the number of advocates required and the associated cost is likely to increase. Some additional funding has been included in this budget although it is unlikely to be sufficient to cover the full costs of implementation of the Liberty Protection Safeguarding legislation in terms of greater demand for Independent Advocacy. Commissioners will work closely with the successful provider during the implementation of the new legislation to determine if additional funding is required, and an update with any additional funding requests will be provided to Cabinet.

An annual uplift will be applied throughout the term of these contracts each April as part of the fee setting exercise across Lancashire County Council, Adult Social Care.

Contract Duration

The initial contract periods will be:

Advocacy Hub: initially 3 years plus two possible extensions of 1 year per extension, with a maximum contract duration of 5 years.

Carers Advocacy: initially 3 years plus two possible extensions of 1 year per extension, with a maximum contract duration of 5 years.

Lotting

This tender will consist of 2 contracts:

- **Advocacy Hub Service**
- **Carers Advocacy Service**

Evaluation

	Quality	Financial
Advocacy Hub	60%	40%
Carers Advocacy Service	60%	40%

Social Value

10% of the quality award criteria will be allocated to Social Value. For focus will be on:

- Consider the employment needs of local communities when recruiting and how recruitment processes can support the local economy, for example by creating employment opportunities for former armed forces personnel.
- Provide volunteering opportunities for the local community and encourage the development of peer support models within Service delivery.
- Support people to access education, training and employment opportunities.
- Explore opportunities of securing external funding to develop Service delivery.
- Develop strategies to promote environmental sustainability, for example by minimising travel to reduce the Service Provider's carbon footprint.

Contract Detail:

1. **Advocacy Hub** will be an independent advocacy service ("the Lancashire Advocacy Hub" or "the Hub") to ensure that all eligible people will have access to advocacy.

Specifically, the Hub will provide, within the Authority area, a fully integrated service comprising the following three elements:

- (i) A Single Point of Contact & Information Service.
- (ii) An independent, non-statutory (or "generic") advocacy service.
- (iii) An independent statutory advocacy service required by law.

A Single Point of Contact & Information service: A single, central point of contact for all advocacy enquiries within the Lancashire County Council area; providing information and advice about advocacy; assigning and managing referrals to an advocate where appropriate; and signposting to other services where relevant.

An independent non-statutory (also known as "generic" or "issue-based") advocacy service to provide non-statutory, issue-based advocacy.

Generic advocacy has a preventative role, reducing the need for statutory, intensive support by helping Service Users through the provision of information and advice, self-peer- and group advocacy, and through self-help materials and resources.

Delivery of this element of the Hub will typically involve a time-limited set of interactions with individuals, or an alternative model devised by the Service Provider.

An independent statutory advocacy service to deliver all statutory independent advocacy services required by law.

- 2. Carers Advocacy** will be a distinct service exclusively for carers. The service will provide all statutory advocacy for carers under the Care Act, will seek to increase awareness of the rights of carers under the Act, and liaise closely with the Independent Advocacy service, the Carers Assessment and Support Service and other council-procured services to promote the availability of and engagement with the new Carers Advocacy service.

Procurement Title

Construction Partnering Framework

Procurement Option

An open procedure that is compliant with the Public Contract Regulations 2015

New or Existing Provision

Renewal of an existing construction framework

Estimated Annual Framework Value and Funding Arrangements

The estimated annual framework value is £75m, with a total estimated value of £300m.

There is no obligation on the county council to enter into call off contracts under the framework agreement.

All works under the framework will be funded from capital expenditure budgets approved on an individual programme basis.

Framework Duration

The framework will be let for a maximum of four years and it is anticipated that the framework agreement will commence on 1st June 2023.

Lots

The framework will be split into four lots based on the estimated project cost at the inception of the project.

- o Lot A – construction works up to £500,000, maximum 6 partnering contractors.
- o Lot B – construction works from £500,000 to £3m, maximum 4 partnering contractors.
- o Lot C – construction works from £3m to £15m, maximum 4 partnering contractors.
- o Lot F* – construction works from £15m to £30m, maximum 2 partnering contractors.

* Lot D (Mechanical Partnering) and E (Electrical Partnering) are covered by an existing framework.

Evaluation

The Agreement will be established by evaluating construction partners against the following criteria:

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 before proceeding to stage 2.

Stage 2: the tender bids will be evaluated on.

- 70% technical, quality, and social value
- 10% preliminary schedule of rates

- 10% overheads
- 10% profits

The highest scoring tenderers in each of lots A, B and C, between 14 and 16 in total, will be awarded a place on the framework, subject to the following qualifications.

Tenderers can bid for multiple lots, but, with the exception of Lot F, a tenderer who submits a successful bid for multiple lots will only be awarded a place in one of lots A, B or C. If a tenderer is successful in more than one lot, their award will be based on their highest preference lot with the next highest ranked tenderer in the lower preference lot(s) being awarded a place on the framework.

Lot F can be populated by a tenderer also successful on lot C or be a contractor that is only on the framework for lot F.

Contract Detail

The Authority has a continued strategic requirement to maintain contractual relationships with a partnering ethos. The construction partnering framework will cover new build, extensions, adaptations, refurbishments and reactive emergency works. Typically, the work will cover the following sectors, with some construction projects incorporating a combination of more than one sectors:

- Education (including Community & Sport)
- Leisure (Libraries & Museums)
- Adult and Children's Social Care
- Civic & Corporate
- Offices
- Landscaping, environmental, external works and playing fields

The framework will operate as a rotational list based on estimated project budgets (not based on the quantity of projects). The Authority will also reserve the right to conduct further competition for individual projects. Each further competition will be evaluated based on either most economically advantageous tender (quality and price); or best price (lowest price only).

The Authority may also, in exceptional circumstances and in accordance with the objective criteria set out in the framework, direct award to a framework contractor provided it is within the scope of the framework.

Report to the Cabinet

Meeting to be held on Thursday, 3 November 2022

Report of the Director of Corporate Services

Part I

Electoral Division affected:
None;

Corporate Priorities:
Delivering better services;

County Councillor Use of Resources Protocol
(Appendix 'A' refers)

Contact for further information:

Josh Mynott, Tel: (01772) 534580, Democratic and Member Services Manager,
josh.mynott@lancashire.gov.uk

Brief Summary

The Use of Resources Protocol provides guidance and support for Councillors in understanding what is and is not acceptable in the use of county council resources. The protocol has been reviewed by the Political Governance Working Group and is now presented at Appendix 'A' for Cabinet consideration.

Recommendation

That Cabinet agrees that the Use of Resources Protocol for county councillors, as set out in Appendix 'A', be approved.

Detail

The Code of Conduct for County Councillors says that:

"you must, when using or authorising the use by others of the resource of the authority, ensure that such resources are not used improperly (including for political purposes) and you must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986."

In order to provide guidance and support for Councillors in understanding what is and is not acceptable in the use of county council resources, a Use of Resources Protocol is in place.

The Political Governance Working Group has reviewed and updated the Use of Resources Protocol, which is now presented at Appendix 'A' for Cabinet consideration. The main changes are:

1. The protocol has been brought up to date to reflect the current ICT offer.
2. More information, including examples, has been provided on what councillors can and cannot do with county council resources.
3. A provision that gave the Leader and Deputy Leader the right to have access to a council supplied car for official business has been removed, on the basis that the provision has been unused for a number of years.

The protocol does not form part of the constitution but is one of the protocols and policies that the Code of Conduct requires councillors to abide by.

The Use of Resources Protocol consists of a general protocol, the County Councillors Acceptable Use Policy for Information and Communications Technology (AUP), guidance on the use of social media, details of the current ICT provision, a statement on support for disabled councillors and a parental support policy for councillors.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

Misuse of the county council's resources by a county councillor would be a breach of the Code of Conduct. It is necessary to set out clearly the offer to Councillors and to provide guidance in order that there is clarity on what is acceptable.

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

Protocol for Provision of Council Resources to County Councillors

The County Council is committed to providing the resources to councillors that they need to undertake their roles. This protocol is designed to help councillors understand what resources are available and what they can and can't use them for.

This protocol recognises the different roles councillors have in the council and in their communities, and that these roles can overlap, and that this needs to be reflected in how members can and should use the resources provided to them.

1. The Code of Conduct

Lancashire County Council's Members' and Co-opted Members' Code of Conduct says:

"You must, when using or authorising the use by others of the resources of your authority, ensure that such resources are not used improperly (including for political purposes) and you must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986."

This protocol sets out in detail what resources are provided to County Councillors, and what may constitute appropriate and inappropriate use.

Councillors must also abide by the Internet and E-Mail Acceptable Use Policy at Appendix A and the Council's policies on Information Governance in relation to the use of data and information.

2. Resources

2.1 The term "resources" includes:

- a. ICT equipment, including software and systems, provided by the council.
- b. Rooms and accommodation, including office furniture, provided by the council.
- c. Stationery equipment and office consumables provided by the council.
- d. Printing and photocopying using the council's equipment.
- e. Support given by officers of the council.
- f. Allowances and expenses paid by the council to councillors in their official capacity.
- g. Travel, hospitality and hotel accommodation provided by the council.
- h. Data and information in any form (electronic, paper etc) provided by the council.

2.2 It does not include:

- a. ICT equipment provided by the councillor (although software that is provided by the council and used on such a device is included).
- b. Vehicles used by the Councillor, except where they are provided by the council.
- c. Social media sites created or owned by councillors.
- d. Equipment and resources provided by political parties.

- e. Any other resources not paid for or provided by the council.

3. Appropriate and Inappropriate Use – General

3.1 In general, councillors may use the county council's resources in the following circumstances:

- a. where that use will facilitate the functions of the council.
- b. in connection with any office that the councillor holds within the council.
- c. for the support of the business of political groups on the council.
- d. for normal electoral division business, such as responding to correspondence from members of the public, providing factual information about council activities (not as part of a party-political leaflet or similar).

3.2 Councillors must not use the county council's resources for:

- a. Canvassing, or other activity relating to the promotion of an individual or party at an election.
- b. Production of material such as party political leaflets or similar material distributed to the public and designed solely to influence the public.
- c. Party political activity that is not linked to the support of the business of the political groups on the council or to the work of the council.
- d. Private business use.
- e. Excessive personal use.

3.3 Examples of appropriate an inappropriate use include:

Appropriate	Inappropriate
Dealing with correspondence relating to a community meeting to which you have been invited in your capacity as the local county councillor	Dealing with correspondence relating to a political meeting or rally to which you have been invited in your capacity as a local party chair or campaigner
Organising a meeting of your political group in relation to a forthcoming council meeting	Organising a local constituency party fundraising event
Dealing with enquiries from local residents	Using letter headed paper to contact residents to ask them to support you in a forthcoming election
Conducting online research relating to issues that are within the remit of the council	Publishing an online survey that is branded with a political party logo
Providing information and advice on council services to residents and others	Misrepresenting council services or policies for party political advantage

Note that this list is not exhaustive, and councillors are asked to seek the advice of the Democratic and Member Services Manager if they are unsure.

4. All Councillors

4.1 All Councillors will be provided with:

- a. An annual allowance and expenses in line with the Members Allowance Scheme, including an ICT allowance and Mobile Phone allowance where applicable.
- b. An ID badge to access County Hall and other County Council buildings where appropriate.
- c. Access to County Hall Complex car parks.
- d. Appropriate ICT equipment as set out at Section 8 below and Appendix C
- e. Access to fixed PCs in the County Hall Complex.
- f. Access to necessary ICT systems and support.
- g. Access to the multi-function devices for copying and printing.
- h. If members of a political group, access to a lockable group office.
- i. Access to appropriate training and development.
- j. Appropriate support from officers, in line with the Protocol on County Councillor/Officer Relations.
- k. Access to agendas and meetings paperwork, in accordance with the Access to Information Procedure Rules.
- l. Access to information held by the county council, subject to the Protocol on the Disclosure of Confidential Information for Members of the County Council.
- m. Reasonable provision of travel and accommodation where appropriate for Councillors carrying out an approved duty.
- n. Access to the Members Retiring Room, situated on the Committee Floor at County Hall. The room contains meeting facilities, ICT equipment and telephones.
- o. A reasonable supply of standard business cards. Requests for business cards should be emailed to Democratic.Services@lancashire.gov.uk.
- p. Reasonable use of stationery and postage, including letter headed paper.
- q. Free use of appropriate county council premises for surgeries.
- r. Use of the council's facilities for the disposal of sensitive or confidential documents.

5. Dual hatted Councillors

5.1 Where a county councilor is also a district councillor, where possible arrangements will be made to ensure that ICT devices and arrangements facilitate access to both district and county council systems, subject to the information governance requirements of individual district councils.

6. Political Groups

6.1 All recognised political groups will be provided with:

- a. An appropriate room at County Hall, with appropriate facilities for ICT access, storage and meeting space.
- b. Access to meeting rooms for group meetings.
- c. Access to meeting rooms for political party business that directly supports the smooth operation of the county council.

7. Postholders

Certain postholders are entitled to additional resources. These additional resources are to support the Councillor in the Special Responsibility or role they have and are not provided for other use. Additional resources are as follows:

7.1 Chairman and Vice Chairman of the County Council:

- a. The Chairman and Vice Chairman will be provided with PA support and reasonable ancillary services such as stationery, printing and photocopying.
- b. A car will be provided for the use of the Chairman and Vice Chairman for official county council business in connection with his or her role.
- c. An annual allowance will be provided to the Chairman for the purpose of enabling the chairman to meet reasonable expenses incurred during their year of office.

7.2 Leader and Deputy Leader of the County Council and Cabinet Members:

- a. Both the Leader and Deputy Leader will be provided with PA support and reasonable ancillary services such as stationery, printing, and photocopying.
- b. All Cabinet members will also be provided with PA support and reasonable ancillary services such as stationery, printing, and photocopying.
- c. The Leader, Deputy Leader and Cabinet members may authorise for their PA support to be used by Lead Members, Champions or Group officers.

7.3 Opposition Group Leaders:

- a. The Leader of the main opposition group on the county council will be provided with PA support and ancillary services such as stationery, printing, and photocopying.
- b. The Leader of the main opposition may authorise for their PA support to be used by other spokespersons or group officers.

8. County Council Stationery

Reasonable use is available to all councillors, subject to the following:

- a. Letter headed paper (or other stationery featuring the County Council's logo) must not be used for party political, personal or business use.
- b. Stationery must not be adapted to include political logos.
- c. County Council stationery and postage must not be used for:
 - i. Mass mailings (of more than 25 letters) without prior approval of the Monitoring Officer or Deputy Monitoring Officer.
 - ii. Campaigning leaflets and associated correspondence.
 - iii. Promoting yourself or others as candidates to the electorate particularly during an election period.
 - iv. Personal or business use.

9. Information and Communications Technology (ICT) Equipment

- a. Councillors will be provided with appropriate ICT facilities and support, as set out in Appendix C "IT provision to Lancashire County Councillors".
- b. Use of ICT facilities by councillors must be in accordance with Appendix A - Internet, Email and Telephone Acceptable Use Policy.
- c. Any other ICT equipment must be approved by the Head of Service responsible for councillor support and development.
- d. Councillors using social media must act in accordance with Appendix B - Rules for the Use of Social Media by County Councillors.
- e. County Council equipment will be replaced if it is damaged, lost or stolen provided that the rules set out in this Protocol and its Appendices have been followed.
- f. Democratic Services will arrange appropriate IT training for councillors. Councillors should email Member.Development@lancashire.gov.uk.

10. Support for Councillors with Disabilities

Lancashire County Council is fully committed to supporting councillors who have a disability. The council will provide any special requirements necessary to support the work carried out by the Councillor whilst based at county council premises. The council will make any reasonable adjustments to accommodate the needs of councillors with a disability to ensure that they are not placed at a disadvantage. Appendix D outlines the Council's Disability Statement for County Councillors.

11. Parental Support for County Council

Lancashire County Council aims to ensure as far as possible that Councillors are supported should they wish to temporarily reduce or suspend their workload due to pregnancy or becoming a new parent. Appendix E outlines the Council's Parental Support Policy for County Councillors.

12. Interpretation

- a. Any advice needed in relation to this protocol should be sought from Josh Mynott on 01772 534580 or by email to Josh.Mynott@lancashire.gov.uk.
- b. In the event of uncertainty as to the correct interpretation of this protocol the decision of the Monitoring Officer shall be final.

Appendix A Internet and Email Acceptable Use Policy

The following policy relates to all Lancashire County Council Members and Co-opted members who capture, create, store, use, share and dispose of information on behalf of Lancashire County Council.

These persons shall be referred to as "Councillors" throughout the rest of this policy.

Lancashire County Council shall be referred to as 'the council' or 'we' throughout the rest of this policy.

Policy Statements

The council will provide internet, email, telephone and collaboration facilities to Councillors where they are required to carry out council duties.

Councillors should only use LCC provided systems or equipment for council business. Councillors should always use their county council provided email address for county council business, except in emergency situations.

Councillors must not use them in ways that the council considers unacceptable.

The council may monitor all use of internet, email, telephone and Microsoft Teams facilities and examine records without informing individual Councillors.

The council regards all messages and transmissions using these facilities as the council's property and responsibility. Councillors **cannot** assume that private transmissions will be private. When monitoring communications, such as emails, that are clearly marked personal, the council will avoid, wherever possible, opening those emails.

However, councillors must be aware that **all** messages and transmissions using council facilities **can** be monitored in full by the council to enforce the council's policies and code of conduct.

The council will not consider comments contained in emails or posted to any other system visible on the internet as formal statements issued by, or the official position of, the council and Councillors should not phrase them as such. A disclaimer appears on all outgoing emails.

Councillors who use social media platforms should also refer to the social media protocol at Appendix B.

The council permits some non-council business use of the internet, email, Teams, and telephone, however all use for personal purposes remains subject to acceptable use rules relating to purposes and content as below.

You should not use your council email address for non-council business purposes.

Users must use the council's secure email encryption facility when sending external emails containing personal or sensitive information, unless a secure private link is in place

Councillors are discouraged from printing documentation unless absolutely necessary.

Any documentation in hardcopy format must be handled strictly in accordance with this policy. Any 'home' printing must adhere to this policy, the Information Handling policy and additional guidance provided by Digital Services.

The council does not permit the use of corporate mobile phones whilst driving unless using an appropriate hands-free kit.

Only council supplied SIM cards should be used in council supplied devices.

The council defines unacceptable uses, purposes, frequent and/or time-consuming non-council business use, and content in the following paragraphs.

Whilst the following examples of acceptable and unacceptable uses, purposes, frequency, and content, are comprehensive, they are not exhaustive or limited to those described.

Acceptable Use:

For councillors, "Council Business" means business relating to the work of the Council or Councillors, and includes:

- Dealing with correspondence from members of the public on constituency business.
- Correspondence with officers of the council on matters relating to the business and operation of the council.
- Political Group business.
- Subscribing to newsletters relating to the work of Councillors or Councils.
- Frequenting chatrooms, discussion forums etc relating to the work of Councillors or Councils.
- Use which facilitates the operation of the business of the county council.

See Appendix 'B' on the use of social media.

Unacceptable uses:

- Any use that is illegal, against council policy or contrary to the council's best interest, particularly:
 - If it is a non-council business use and for an **unacceptable purpose.**
 - If it is a **frequent and/or time-consuming non-council business use** of the internet, email, telephone, Teams or Skype.
 - If it contains **unacceptable types of content.**

Unacceptable purposes:

Examples of non-council business use of the internet, email, telephone and Teams facilities, which are unacceptable at any time, include:

- Any use associated with running a private business, whether for profit or not.
- Any type of private, business, or financial transaction including gambling and barter.
- Shopping and other personal financial transactions, including examples such as banking, operating a wedding present account with a store, placing orders for goods or services on auction sites.
- Computer crimes such as hacking.
- Harassment of any kind.
- Downloading or streaming and/or storing music and/or films.
- Any use of internet facilities, which would allow the concealing of unacceptable non-council business use of council systems.
- Accessing sites that are blocked for reasons of legality or taste without approval.

Using your council email address for non-council business purposes, such as:

- Subscribing to email newsletters or services that do not relate to council business.
- As a contact address on websites for example selling goods and services.
- Personal use of social media web sites such as Twitter and Facebook and dating sites.
- Uploading personal photographs and information to web sites such as Flickr and Wikipedia.
- Online auction activity for example, eBay transactions.
- Producing publications for sale.
- Creating personal or business web sites and blogs.
- Frequenting non-council business related chat rooms, discussion forums and personal messenger services.
- Non-council business related peer to peer exchanges.

Excessive Non-Council Business Use:

Excessive use of the internet, email, telephone, Teams and Skype facilities for non-council business, such as:

- Excessive visits to sports results, commentaries, and news sites.
- Personal non-council business distribution lists greater than five addresses.
- Bulk personal internal or external emails.
- Participating in chain letters or petitions.
- Sending non-council business emails with large attachments.
- Chatting or distributing jokes by email or text.

Unacceptable Content:

Some types of content that are unacceptable may be accessed or copied from websites or be contained in emails and messages as text, graphics, or sound. Such as:

- Content that brings the council into any kind of disrepute.
- Content that infringes copyright.
- Content that others may reasonably construe as discriminatory, offensive, defamatory, or obscene.
- Content that is derogatory about an individual's race, age, disability, religion, national or ethnic origin, physical attributes, or sexual life.
- Content that contains abusive, profane, or offensive language.
- Content that contradicts the council's values of respect for all and promoting shared values and safer communities for example, content that promotes hate incidents or hate crime.
- Content that engages in extremist activity or espouses extremist views.

[The Counter-Terrorism and Border Security Act \(2019\)](#) creates additional powers and provisions in relation to terrorism and creates new offences in relation to terrorism, which include the offence of the reckless expression of support for a [proscribed organisation](#) , the offence of the publication of images or seizure of articles and the offence of obtaining or viewing terrorist material over the internet.

Appendix B - Use of Social Media

Section 1: Protocol

1. Social media refers to any kind of internet-based tool that you can use for sharing information and ideas, networking or finding people with similar interests; including (but not limited to): blogs, micro-blogging, photo sharing, video sharing, social networks, mobile phone applications, texting, digital TV services, wikis, gaming and collaboration tools.
2. Examples of Social Media tools are Facebook, Twitter, Instagram, Snapchat, Flickr, LinkedIn, YouTube, TikTok as well as blogs, forums and wikis.
3. Social media can be a great way for councillors to connect and communicate with residents, and can be used to:
 - Support Councillors' community leadership role.
 - Create or take part in conversations.
 - Keep in touch with local views.
 - Campaign on local issues.
4. The use of social media has the following legal implications:
 - Libel – publishing an untrue statement about an individual which would damage their reputation.
 - Copyright or Confidential material – publishing images or text from a copyrighted source or confidential material without permission.
 - Data protection – publishing personal data of individuals without their written permission.

In each case legal action could result in civil proceedings being issued against a councillor which may in turn result in an award of damages and the payment of legal costs by the individual councillor.

5. Lancashire County Council does not provide social media accounts for councillors. Training on the use of social media is available from Member Development. Contact Catherine Earnshaw on 01772 533306 or councillors should refer to the LGA's [Information: Councillors and Social Media](#).
6. Councillors can use social media tools and may refer to their position as a county councillor, but must make clear that the activity, comments and views are those of the councillor and are not conducted in any official county council capacity. It is best practice to include a disclaimer, such as "Views expressed are my own and do not reflect the views of Lancashire County Council".
7. When using social media, councillors should have due regard for the Councillor's Code of Conduct, paying particular attention to the following general obligations:
 - Treating others with respect.
 - Not disclosing confidential information.

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- Not bringing the council or your office into disrepute.
- Not improperly securing an advantage.
- Complying with council's rules about use of resources.

Complaints made under the Code may result in a councillor being referred to the Conduct Committee and, in some circumstances, may also form the basis for legal action to be taken against a councillor.

8. Councillors should take care not to use social media tools that would have the effect of involving the County Council's official social media sites in a political discussion or debate
9. Councillors may use county council systems to access social media when that activity contributes to the discharge of the functions of the council or to the office to which the councillor has been appointed by the council. Examples of acceptable use from county council systems include:
 - Accessing sites to monitor or determine public opinion.
 - Posting of non-political message, such as details of an activity undertaken as a county councillor.
 - Support for county council messages and campaigns on other social media channels.
10. Councillors must not install any software required by social media channels on LCC equipment.

Section 2: Advice and guidance

Councillors should be aware that, as public figures, their social media accounts may be closely monitored by members of the public.

Councillors should exercise extra care in any posts, noting that:

- Some social media sites place restrictions on the length of a post or entry, and this tends to favour simplistic statements at the expense of balanced and nuanced arguments.
- Social media is the home of "trolls" who try to provoke reactions in others. Councillors should be aware of this and not respond to provocation. In general, you can never "win" an argument on social media, so it is not usually worth trying.
- 'Posts' can cause others to take offence e.g. jokes can be misunderstood, 'banter' can be perceived as bullying, irony can be misread. Offence can easily be taken, even where none is intended.
- Once posted in a public arena, your views are no longer your own, and you should be aware of the possibility of being selectively quoted, or your comments being taken out of context.
- The use of #hashtags, retweets prevent any control of what is published by others.
- Whilst part of the point of social media is to allow real time reactions and dialogue, great care should be taken in posting a hasty response to a statement or news event. Developing events may prove your initial response

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to be inappropriate or incorrect, or you may in your haste have not used the most appropriate words to express your view.

- Consider writing out posts or entries in a word document, waiting, and then re-reading them before you post online.
- Use of social media may also compromise your personal and private data.

Councillors should be mindful of whether their social media profile gives the impression that they are acting in their "official capacity". Councillors should therefore:

- Set appropriate privacy settings.
- Not use their LCC email account when registering a social media account.
- Keep personal and political social media profiles separate. You may even want to consider having separate profiles for your personal life, your work as a councillor, and your political activities.
- Monitor 'posts' from others on your social media accounts, removing defamatory or obscene posts as soon as possible.
- Be mindful of publishing information that you would only have access to as a county councillor.
- Not publish anything, which might be seen to pre-determine any future decision, such as Development Control matters.
- Think about what and how you 'post' on social media, would you be comfortable to make this statement in person or in writing?

Appendix C - IT Provision to County Councillors

1. Equipment for individual Councillors

- All councillors will be offered an appropriate laptop and ancillary hardware, including a mouse, and headset with microphone.
- Councillors will also be provided with an appropriate smart phone to support councillors on 'the go', which gives telephone, email and intranet/internet access. Councillors may, as an alternative, choose to use their own mobile phone.
- Councillors will also be given the ability to download software to allow access to emails and calendar onto personal devices.
- Cabinet Members and Opposition Shadow Cabinet Members will be offered a printer to be used while at home. However, it will be the councillor's own responsibility to maintain paper and printer ink.

2. Shared Equipment and Facilities

Additional hardware, including keyboards and monitors will be made available to Cabinet Members, the Chairman and Vice Chairman of the Council, and in Political Group offices. Further PCs are available in the Members Retiring Room. These can be used with the laptop provided when working in the office. MFD printers are available to use throughout council buildings.

4. Systems

- Councillors will have access to the Microsoft Office software for emails, word processing, spreadsheets and presentations.
- Additionally, there are online systems for submitting expenses claims, registering interests and accessing committee papers.
- Councillors have access to a dedicated intranet portal, C-First, for accessing all the information and support a councillor will need.
- Councillors will have access to the Modern.gov App, which is the system which the county council uses to manage all its Committees and Meetings and is available to download as an app for any Android, IPAD or Windows device. Councillors will also be given access to the restricted version of the App, which allows access to view any Part II items.
- County Councillors will be offered access to the "Caseworker" casework management system.
- Councillors can request for their personal printer drivers to be installed to their LCC corporate device, to enable printing from their LCC corporate device to their personal printer at home. The councillor should email member.development@lancashire.gov.uk with details of their make and model of their printer for ICT to obtain the relevant software package.

5. Training

Councillors will receive initial ICT training at the Welcome Event for newly elected councillor and subsequent sessions for re-elected councillors. The

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rest of your ICT training will be provided through the Member Development Programme based on your individual training needs.

6. Technical Advice and Support

- Councillor experiencing problems with ICT equipment should telephone the ICT helpdesk on 01772 532626 and select option 4 for Councillors or make a request via the ICT [Portal](#).
- This service is available from 9am to 5pm Monday to Friday.

Appendix D - Disability Statement for County Councillors

Lancashire County Council acknowledges the duty imposed by the Equality Act 2010 and is committed to supporting disabled individuals who are elected to the council to assist with any special requirements necessary to support the work carried out by the Councillor whilst based at county council premises. Lancashire County Council will make any reasonable adjustments to accommodate the needs of disabled councillors to ensure that they are not placed at a disadvantage. This includes but is not exclusive to:

- Sign language interpreters
- Extra travel and accommodation costs
- Meeting rooms fitted with audio loop systems
- Specialist office and IT software
- Accessibility to group offices and meeting rooms in Lancashire County Council premises
- Personalised Emergency Evacuation Plan where required from Lancashire County Council buildings

Where appropriate, Democratic Services will arrange specialist equipment where this is deemed necessary and ICT training tailored to suit your needs will be provided.

Councillors with a disability are encouraged to contact Democratic Services following their election to discuss their personal requirements.

Appendix E - Parental Support Policy for County Councillors

Introduction

Lancashire County Council aims to ensure as far as possible that Councillors are supported should they wish to temporarily reduce or suspend their workload due to pregnancy or becoming a new parent.

Lancashire County Council recognises that supporting councillors at this time contributes towards increasing the diversity of experience, age and background of local authority councillors. It will also assist with retaining experienced councillors – particularly women – and making public office more accessible to individuals who might otherwise feel excluded from it.

Lancashire County Council also recognises the importance of ensuring that mechanisms are in place to enable members of the public to be represented during periods when a councillor has taken a supported break from council duties.

Lancashire County Council encourages all groups represented on the council to provide appropriate support to their members who wish to take a supported break from council duties, including arranging for replacements at meetings and making arrangements to handle casework on behalf of a Councillor.

1. Pregnancy

The Council will endeavour to make all reasonable adjustments to support a councillor to continue to perform their duties during pregnancy. This could include:

- Personal Emergency Evacuation Plan completed where required
- Appropriate facilities to support the councillor to attend meetings e.g. cushions and back supports for seats
- Change of seat position at Council meetings to allow easy of mobility and easy access in and out of the meeting
- Access to a suitable breakout room for comfort breaks

Councillors are encouraged to discuss their requirements, on a confidential basis, with officers to enable appropriate support to be provided.

2. Supported Breaks

2.1 The council supports all members wishing to take a supported parental break from council duties following the birth or adoption (through an approved adoption agency) of a child for a period of 12 months from the expected date of birth or adoption. This applies equally to both parents and to nominated carers of a child.

2.2 Any Councillor who takes a supported parental break retains their legal duty under the Local Government Act 1972 to attend a meeting of the council within a six-month period.

2.3 Obligations of the Councillor

Councillors who wish to take advantage of the measures set out in this policy must inform Democratic Services as soon as possible, on a confidential basis as appropriate, of their pregnancy and/or intention to take a supported break. As soon as possible, Councillors should also inform Democratic Services of the date of birth or adoption.

The Councillor should ensure that they respond to reasonable requests for information as promptly as possible, and that they keep officers and colleagues informed and updated in relation to intended dates of return and requests for extension of their supported break.

The Councillor should also supply Democratic Services with contact details, if different from those already held, to ensure that the Councillor can be kept informed of important issues.

2.4 Support from the council

The council will provide appropriate support, including but not limited to:

- Access to a suitable breakout room for comfort breaks.
- Availability of breastfeeding facilities.
- Change of seat position at Council meetings to allow easy of mobility and easy access in and out of the meeting.
- Removal from distribution lists for meetings and committees during the supported break.
- A single point of contact in the council to ensure contact is maintained.

2.5 Role of Groups

All groups are encouraged to provide appropriate support to expectant and new mothers, fathers and nominated carers, to ensure the full opportunity for the councillor in question to reduce or withdraw from duties. Groups should in particular make arrangements for support with casework and identifying replacements for meetings.

3. Basic Allowance

All Members shall continue to receive their Basic Allowance in full whilst on a supported break.

4. Resigning from Office and Elections

4.1 If a Member decides not to return at the end of their supported break they must notify the council at the earliest possible opportunity. All allowances will cease from the effective resignation date.

4.2 If an election is held during the councillor's supported break and they are not re-elected, or decide not to stand for re-election, their basic allowance and SRA if appropriate will cease from the date when they would technically leave office.

Report to the Cabinet

Meeting to be held on Thursday, 3 November 2022

Report of the Director of Strategy and Performance**Part I**Electoral Division affected:
(All Divisions);**Corporate Priorities:**
Delivering better services;**Tree Risk Management Procedure**
(Appendix 'A' refers)

Contact for further information:

Michael Anders, Tel; 07977 159119, Tree Services Manager
michael.anders@lancashire.gov.uk**Brief Summary**

The current tree risk management procedure only considers trees on or near highways land and therefore did not cover trees on other county council land across the estate. The revised tree risk management procedure relates to all trees which are on land owned by or vested in the county council. The revised procedure sets out proposed inspection frequencies for all trees which is determined by risk zone and occupancy factors.

Ensuring that risk mitigation works are carried out within the specified time frame determined by the risk posed by the defects is an area which requires close monitoring. This procedure sets out such time frames and provides protocols for bringing in additional resources to manage the risk.

Currently there are no complete records regarding which sites or vehicular highways have trees on them which the county council is responsible or liable for; or how many trees are owned by the county council, or how many are removed each year. The procedure details the tree screening procedures and the inventory and record management to ensure that accurate records are produced and maintained for trees the county council stocks.

The new procedure also includes basic levels of training and adverse weather protocols and requirements.

Recommendation

Cabinet is asked to approve the adoption of the revised Tree Risk Management Procedure as set out at Appendix 'A'.

Detail

The current tree risk management procedure (Tree safety management guidance – risk-based inspections August 2018) only covers trees on highway land or those on privately owned property which could pose a threat to the highway.

The proposal is to formally adopt a revised tree risk management procedure which seeks to include all trees across the entirety of the county council's estate, regardless of which service is responsible.

This also includes formally adopting a risk matrix for safety intervention and setting survey frequencies depending on zoning factors of occupancy and proximity to roads and property.

A copy of the revised procedure is set out at Appendix 'A'.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Financial

There are no direct financial implications of the revised procedure at this stage. The current work being undertaken will be contained within the allocated budgets across the council. However, as the surveys are carried out, this may highlight that there are not sufficient funds to support the legacy of work required and a request for additional funding may need to be presented to Cabinet. This area of work will be closely monitored through the budget monitoring process, with any significant issues highlighted in the regular Money Matters reports to Cabinet.

Risk management

Legal

Within recent years there have been several high-profile tragic tree related accidents nationally where council owned tree stock has either shed large limbs or suffered a catastrophic collapse resulting in the death of, or life changing injuries to, members of the public. The risk to people from falling trees is exceedingly small (one in ten million according to the National Tree Safety Group) however tragedies do occur every year. One reason the risk is so small is that in most instances appropriate and timely management decisions have taken place and hazardous trees have been identified and removed.

The Health and Safety Executive in winter 2021 following from a Staffordshire County Council tree fatality urged that local authorities ensure that they have suitable

inspection systems in place including monitoring and audit provisions to guard against fatalities occurring.

The county council has a duty of care under Health and Safety at Work Act 1974, section 3(1) – it shall be the duty of every employer to conduct his undertaking in such a way as to ensure so far as is reasonably practicable that persons not in his employment who may be affected thereby are not thereby exposed to risks to their health or safety.

There is also a clear duty of care under the Occupiers Liability Act 1984 on non-highway land.

The proposed procedure better covers the county council's trees and the management of risk and the many tree diseases which cause catastrophic failure, which are difficult to diagnose and certainly could not be seen from a passing vehicle, even if slow moving, are more likely to be identified.

The Highways Act contains provisions for removal of fallen trees in highway, requests to owners to cut dead, diseased or insecurely rooted trees with default work by the county council and provisions for entering land to inspect and do works.

List of Background Papers

Paper	Date	Contact/Tel
Highways Asset Management Plan - Tree safety management guidance - Risk based inspections	August 2018	Michael Anders 07977 159119

Reason for inclusion in Part II, if appropriate

N/A

Tree Risk Management Procedure

October 2022



Contents

1.Scope

2.Introduction

3.Cyclical tree safety inspections

4.Basic tree inspection training

5.Adverse weather conditions

6.Matrix



1. Scope

This guidance document has been drafted to enable the county council to improve its procedures with regards the cyclical safety inspection of trees across the entirety of the county council's estate, including trees on or adjacent to the highway, trees within countryside sites and trees on operational sites.

This document:

- covers planned and detailed tree inspections
- seeks to ensure that all Highway Safety Inspectors (HSI) and appropriate officers and operatives receive basic tree hazard awareness training
- seeks to ensure that those trees within falling distance of footways/carriageways are included in the Highway Safety Inspection regime
- seeks to ensure that records of all tree defects identified by the Highway Safety Inspection regime will be forwarded onto the tree management team for further investigation

It is considered that this guidance being followed will enable the county council to mitigate risks of injury due to falling trees to as low a level as is reasonably practicable by reducing the risk of :-

- personal injury through falling trees and falling branches
- personal injury through trips and falls on footways disturbed by tree roots

We have produced a number of supplementary guidance documents dealing with General Tree Information, Third Party Trees and Tree Nuisance which can be found on the Highway Asset Management webpage at :-

<http://www.lancashire.gov.uk/council/strategies-policies-plans/roads-parking-and-travel/highway-asset-management-in-lancashire/codes-of-practice/tree-safety/>

2. Introduction

In drafting this document reference has been made to:-

- The National Tree Safety Group 'Common Sense Risk Management of Trees'
- The Highways Act 1980,
- The Occupier's Liability Act 1984
- Town and Country Planning Act 1990,
- Health and Safety Executive Guidance on 'Management of the Risk from Falling Trees or Branches'

Trees by their nature are dynamic living systems. They have evolved to cope with losing limbs, breaking apart and being wounded and grow adaptively in response to the environment around them. Trees and woodlands can make a significant contribution to quality of life, the local economy and the environment. However, where trees and people co-exist, there is a need to ensure that a tree's natural processes do not pose a risk to the people and property around them.

Owners of trees have a legal duty of care and are obliged to take all reasonable care to ensure that any foreseeable hazards can be identified and made safe. Doing all that is reasonably practicable does not mean that all trees have to be individually examined on a regular basis. The county council is not expected to guarantee that all its trees are safe but is required to take such care as could be expected of a reasonable and prudent tree owner. In addition to managing its own trees, the county council as Highway Authority is also responsible for ensuring that Consent trees (i.e. trees planted within the vehicular highway boundary with our consent by third parties) and Adjoining trees (i.e. trees growing on private land adjacent to the vehicular highway) do not pose a hazard to road users.

The county council supports the view that trees have a social and environmental value and where reasonably practical should be retained and allowed to complete their life cycle with minimal management interventions.



3. Cyclical Tree Safety Inspections

There are two types of tree safety inspections at the county council. Tree surveyors from the tree management team will carry out pedestrian inspections of all trees and groups of trees across the county council's estate. Highway Safety Inspectors will carry out inspections for trees within the highway and trees on adjoining land near the highway as part of their highway safety inspection regimes.

Highway tree safety inspections - These will be carried out by the highways safety inspectors and will usually be pedestrian but in rural locations will typically be inspected from a slow-moving vehicle. Such inspections will involve a limited visual assessment focussing on identifying trees with an imminent and/or probable likelihood of failure by looking for obvious tree safety defects.

The Highway Safety Inspectors will record all tree defects they find in the Highway Safety Inspection Reporting System which automatically passes defect reports to the tree services manager, who will then allocate the USRN to one of the tree surveyors for an inspection.

Where the inspectors observe Highway, Consent or Adjoining trees that are considered to pose an immediate risk to people or property, the tree service manager and/or the Highways Team, depending upon the circumstances, should be contacted immediately for advice or action.

Where trees are considered to be dangerous, we will follow the guidance contained in the General Tree Information guidance document. Where we identify Consent / Adjoining trees with non-urgent/non-dangerous tree defects we will contact the licensee or landowner in line with the guidance contained in our Third-Party Tree Guidance document. These and other tree related documents can be found at:-

<http://www.lancashire.gov.uk/council/strategies-policies-plans/roads-parking-and-travel/highway-asset-management-in-lancashire/codes-of-practice/tree-safety/>

Tree management team safety inspections - To mitigate the risk of a tree or branch falling and causing injury or damage to as low a level as practically possible the inspection of all trees growing within or are within falling distance of a vehicular highway will be subject to cyclical inspection every 24 months. Inspections may require entry onto non county council land under S294 Highways Act 1980

Trees on actively operational land regularly used by public or invitees of the county council or county council employees but are outside of falling distance from the vehicular highway will be inspected on a three-year cycle.

Trees on county council owned land not actively operational as above will be inspected on a five-year cycle.

There are approximately 32,000 vehicular highway sections (unique street reference number – USRNs) within the county. These will be screened using aerial photography to discard those which have no trees growing on or within a 20m buffer from them.



It is estimated that there are in the region of 10,000 USRNs which have arboricultural assets and as such will require including within the cyclical inspection schedule. In addition to this there are several hundred operational sites which are owned and managed by the county council and being open to the public and staff members also required screening for trees and then included within the cyclical inspection regime.

The trees will be included into one of three asset types and as such inspections will be made against individual trees, groups and woodland compartments:

Individual tree – A single tree which is distinct from surrounding trees by virtue of size, condition or location.

Groups of trees – Trees occurring collectively but not necessarily in contact or immediate proximity which have common scale and management requirements.

Woodland compartment – Areas of tree cover that cover a greater area than are group and are more complex with features commensurate with a woodland ecosystem.

Before the carrying out an inspection the asset will be registered in an inventory system and attribute (static) data recorded. The static data recorded per asset type being:

Individual tree

- Asset number (auto generated from the inventory system)
- Tag number
- Species
- Life stage
- Zone sensitivity
- Target occupancy

Groups / woodland compartments

- Asset number (auto generated from the inventory system)
- Indicative stem count
- Species mix
- Dominate life stage
- Zone sensitivity
- Target occupancy

The actual tree management team safety inspection (dynamic data) is conducted using the adopted risk matrix which considers the failure potential, damage potential, zone sensitivity and target occupancy of the tree and surrounding area to provide a binary decision regarding whether works are required to reduce the risk posed by the tree.

The tree management team safety inspections will include a series of questions regarding:



- Overall condition – Good, fair, poor or dead
- Significant physiological defects
- Significant structural defects
- Significant pests or diseases

The inspector can override the risk matrix if this indicates that works are not needed to manage the risk from the tree, yet other general maintenance works are required or if the inspector based on their experience and observations feels that risk mitigation works are necessary.

The compliance target for meeting the cyclical inspection frequency is 90% of all USRNs.

Any works which are identified as part of the inspections are triaged based on risk, the inspectors are able to selected from the following time periods based on risk.

- Within 24 hours – Inspector to contact the Operations Engineer and the Tree services manager
- Within 1 month
- Within 6 months
- Within 1 years
- Discretionary (over 12 months) - non risk related maintenance to be carried out when all other risk-based works have been completed and if there are funds left in the budget, such works would likely be considered cosmetic.

Works

Each item of work has its own unique code, referred to in the inventory and works management system as an LA code. The compliance target for completing LA codes within the designated timeframe is set at 85%.

It is expected that the amount of works generated will initially overwhelm the in house arboricultural maintenance provision as legacy and ash die back works cause a temporary spike in demand. This will be managed by procuring external arboricultural services so that time limited tree risk works are delivered within the required timescale.

All works to mitigate or manage risk identified during these inspections will be ordered via the inventory system and will be linked to the tree asset within the asset register. The surveyors will initiate the works and the tree service manager will sense check the proposals, arrange communications if considered necessary (felling notices and emails to local councillors and amenity / interest groups) and order and allocate the LA code to the tree maintenance team / contractors within the inventory system.



Should further investigations be required regarding canopy stability or internal decay then there is the facility to order either an aerial condition report or decay detection test against the asset within the inventory system.

All inspections and works (LA codes) are attached to the tree asset within the inventory system. Out of cycle (ad-hoc) inspections will also be logged against the asset within the inventory system.

Should a tree be removed then the status of the asset will be update from live to felled once the maintenance contractor has confirmed that the LA code has been completed.

4. Basic Tree Inspection Training

All highways safety inspectors, countryside rangers and area support officers will attend a Lantra (UK land based industries training and skills provider) basic tree inspection course which includes the following essential elements

- State the legal and safety implications of hazardous trees
- Maintain own health and safety while carrying out basic tree inspections
- Recognise hazardous trees
- Determine level of risk
- Decide on an appropriate course of action
- Collect adequate information
- Recognition of own limits

5. Adverse Weather Procedures

After storm events there is a risk that trees may have become subject to partial windthrow or canopy breakages resulting in potentially unstable trees or partially detached limbs.

On or near the highway these would be picked up by the highway safety inspectors or called in by members of the public.

During the storm season (in particular November to March) countryside officers, rangers and volunteer groups will be briefed to be vigilant for storm damage and encouraged to report this to the tree management team and the countryside service manager for action.

When the Met Office issues an amber (potential risk to life) or red weather warning (very likely risk to life) for high winds within Lancashire communications will go out via LCC media channels strongly urging the public to keep out of wooded sites for the duration of the storm and to be vigilant for storm damage if visiting in the days after a storm event.



As many of the countryside sites have multiple pedestrian entrances is it not logistically possible to physically close countryside service sites with trees and woodlands on them during these times.

6. Risk Matrix

For each survey feature, the surveyor will define, three risk characteristics based on their observations. These three characteristics should describe the same foreseeable tree failure scenario, based on the most likely consequential mode of failure.

Failure Potential	Definition
High	Imminent and likely without remedial action
Medium	Possible under a foreseeable range of conditions
Low	No failure foreseen under normal conditions

Potential Damage is the magnitude of harm that would result from failure. This is defined as the most likely outcome rather than the worst conceivable outcome; a tree that is likely to shed small dead wood which shows no sign of basal decay would therefore be assessed on the basis of the damage caused by falling dead wood rather than total tree failure.

Potential Damage	Definition
Large	Loss of life or serious injury, significant damage to property or obstruction of critical infrastructure
Moderate	Minor physical injury, minor structural damage or obstruction of minor infrastructure
Small	Inconsequential structural impacts

A three-tiered system of zoning is adopted with regards to a feature of sensitivity, these being essentially roads, paths and structures.

Zone Sensitivity	Zone Definition	Justification
High	Less than 10m for a feature of sensitivity	Represents the zone of possible branch drop from a large tree
Medium	Less than 25m for a feature of sensitivity	Represents the zone of possible falling distance for a large tree
Low	More than 25m for a feature of sensitivity	Represents the zone outside both of the other zones



Target occupancy is used to evaluate the likelihood of the most sensitive target being present.

Target Occupancy	Definition
Constant	Permanent occupancy by the most sensitive target of the area that would be affected by the most risky part of the tree (75% - 100% of the time)
Frequent	Regular occupancy by the most sensitive target of the area that would be affected by the most risky part of the tree (25% - 75% of the time)
Intermittent	Occasional occupancy by the most sensitive target of the area that would be affected by the most risky part of the tree (0% - 25% of the time)

Failure potential, potential damage and target occupancy are scored and used to generate the tree risk confidence value.

The threshold for action is the higher of the zone sensitivity and target occupancy values.

RISK MITIGATION WORKS ARE REQUIRED WHERE THE RISK CONFIDENCE IS LOWER THAT THE THRESHOLD FOR ACTION.

Risk Assessment Criteria	System Input	System Value
Failure Potential	High	0.5
	Medium	1
	Low	2
Potential Damage	Large	1
	Moderate	2
	Small	3
Target Occupancy	Constant	2
	Frequent	1
	Intermittent	0.5
Zone Sensitivity	High	1
	Medium	1
	Low	0.5



LOW SENSITIVITY							
Failure Potential	Damage Potential	Target Occupancy	FP System Value	PD System Value	Tree Risk Confidence	Threshold For Action	Works Required
High	Large	Constant	0.5	1	0.5	2	YES
High	Large	Frequent	0.5	1	0.5	1	YES
High	Large	Intermittent	0.5	1	0.5	0.5	NO
High	Moderate	Constant	0.5	2	1	2	YES
High	Moderate	Frequent	0.5	2	1	1	NO
High	Moderate	Intermittent	0.5	1	1	0.5	NO
High	Small	Constant	0.5	3	1.5	2	YES
High	Small	Frequent	0.5	3	1.5	1	NO
High	Small	Intermittent	0.5	3	1.5	0.5	NO
Medium	Large	Constant	1	1	1	2	YES
Medium	Large	Frequent	1	1	1	1	NO
Medium	Large	Intermittent	1	1	1	0.5	NO
Medium	Moderate	Constant	1	2	2	2	NO
Medium	Moderate	Frequent	1	2	2	1	NO
Medium	Moderate	Intermittent	1	2	2	0.5	NO
Medium	Small	Constant	1	3	3	2	NO
Medium	Small	Frequent	1	3	3	2	NO
Medium	Small	Intermittent	1	3	3	0.5	NO
Low	Large	Constant	2	1	2	2	NO
Low	Large	Frequent	2	1	2	1	NO
Low	Large	Intermittent	2	1	2	0.5	NO
Low	Moderate	Constant	2	2	4	2	NO
Low	Moderate	Frequent	2	2	4	1	NO
Low	Moderate	Intermittent	2	2	4	0.5	NO
Low	Small	Constant	2	3	6	2	NO
Low	Small	Frequent	2	3	6	1	NO
Low	Small	Intermittent	2	3	6	0.5	NO



MEDIUM SENSITIVITY

Failure Potential	Damage Potential	Target Occupancy	FP System Value	PD System Value	Tree Risk Confidence	Threshold For Action	Works Required
High	Large	Constant	0.5	1	0.5	2	YES
High	Large	Frequent	0.5	1	0.5	1	YES
High	Large	Intermittent	0.5	1	0.5	1	YES
High	Moderate	Constant	0.5	2	1	2	YES
High	Moderate	Frequent	0.5	2	1	1	NO
High	Moderate	Intermittent	0.5	2	1	1	NO
High	Small	Constant	0.5	3	1.5	2	YES
High	Small	Frequent	0.5	3	1.5	1	NO
High	Small	Intermittent	0.5	3	1.5	1	NO
Medium	Large	Constant	1	1	1	2	YES
Medium	Large	Frequent	1	1	1	1	NO
Medium	Large	Intermittent	1	1	1	1	NO
Medium	Moderate	Constant	1	2	2	2	NO
Medium	Moderate	Frequent	1	2	2	1	NO
Medium	Moderate	Intermittent	1	1	2	1	NO
Medium	Small	Constant	1	3	3	2	NO
Medium	Small	Frequent	1	3	3	1	NO
Medium	Small	Intermittent	1	3	3	1	NO
Low	Large	Constant	2	1	2	2	NO
Low	Large	Frequent	2	1	2	1	NO
Low	Large	Intermittent	2	1	2	1	NO
Low	Moderate	Constant	2	2	4	2	NO
Low	Moderate	Frequent	2	2	4	1	NO
Low	Moderate	Intermittent	2	2	4	1	NO
Low	Small	Constant	2	3	6	2	NO
Low	Small	Frequent	2	3	6	1	NO
Low	Small	Intermittent	2	3	6	1	NO



HIGH SENSITIVITY

Failure Potential	Damage Potential	Target Occupancy	FP System Value	PD System Value	Tree Risk Confidence	Threshold For Action	Works Required
High	Large	Constant	0.5	1	0.5	2	YES
High	Large	Frequent	0.5	1	0.5	2	YES
High	Large	Intermittent	0.5	1	0.5	2	YES
High	Moderate	Constant	0.5	2	1	2	YES
High	Moderate	Frequent	0.5	2	1	2	YES
High	Moderate	Intermittent	0.5	2	1	2	YES
High	Small	Constant	0.5	3	1.5	2	YES
High	Small	Frequent	0.5	3	1.5	2	YES
High	Small	Intermittent	0.5	3	1.5	2	YES
Medium	Large	Constant	1	1	1	2	YES
Medium	Large	Frequent	1	1	1	2	YES
Medium	Large	Intermittent	1	1	1	2	YES
Medium	Moderate	Constant	1	2	2	2	NO
Medium	Moderate	Frequent	1	2	2	2	NO
Medium	Moderate	Intermittent	1	2	2	2	NO
Medium	Small	Constant	1	3	3	2	NO
Medium	Small	Frequent	1	3	3	2	NO
Medium	Small	Intermittent	1	3	3	2	NO
Low	Large	Constant	2	1	2	2	NO
Low	Large	Frequent	2	1	2	2	NO
Low	Large	Intermittent	2	2	2	2	NO
Low	Moderate	Constant	2	2	4	2	NO
Low	Moderate	Frequent	2	2	4	2	NO
Low	Moderate	Intermittent	2	2	4	2	NO
Low	Small	Constant	2	3	6	2	NO
Low	Small	Frequent	2	3	6	2	NO
Low	Small	Intermittent	2	3	6	2	NO



Report to the Cabinet

Meeting to be held on Thursday, 3 November 2022

Report of the Director of Growth, Environment and Planning

Part I

Electoral Division affected:
(All Divisions);

Corporate Priorities:
Supporting economic growth;

Economic Development Strategy 2023-25

(Appendix 'A' refers)

Contact for further information:

Andy Walker, Tel: (01772) 535629, Acting Director, Growth, Environment and Planning
andy.walker@lancashire.gov.uk

Brief Summary

This report presents a new Economic Strategy for Lancashire County Council intended to run from 2023 to 2025. It principally deals with the work covered by the portfolio of the Cabinet Member for Economic Development and Growth, but also includes those aspects of the portfolio of the Cabinet Member for Education and Skills as this relates to careers education, worklessness and skills development within the economy.

This is deemed to be a Key Decision and the provisions of Standing Order C20 have been complied with.

Recommendation

Cabinet is to approve the Economic Development Strategy 2023-25 presented as Appendix 'A' to this report.

Detail

Attached as Appendix 'A' is a new Economic Strategy covering the county council's contribution to work in this thematic area of work for the next three years 2023-2025. Development within the Growth, Environment and Transport directorate.

The document follows similar strategies for Education and Health and is intended to be the first of three coming forward to successive Cabinet meetings from the Growth, Environment and Transport directorate, the latter two covering Environment and Transport respectively.

The Economic Strategy deals with immediate and medium-term priorities for those teams delivering economic development activity, chiefly covering activity to deliver business growth, employment and skills services and activity to bring forward strategic development and infrastructure. The document sets out how these three functions work individually, but also how they collaborate to add value on major programmes as well as contributing to wider corporate priorities such as health.

This strategy is intended to inform the work and delivery plans of the teams, with progress measured through an extended set of milestones and key performance indicators within departmental and corporate performance dashboards dealing particularly with council priority to deliver economic prosperity.

Consultations

The strategy has been developed to form part of the suite of strategies supporting delivery of the county council's Corporate Priorities and informed by a wide-ranging evidence base including dialogue with other directorates and work with key stakeholders on the emerging Lancashire 2050 Framework. Further consultation with external bodies may take place but this is principally a strategy for the county council.

Implications:

This item has the following implications, as indicated:

Risk management

Financial

The strategy does not specifically contain any financial implications and assumes that activity can be contained within the existing budget. Any requirements for additional funding to support the strategy will be presented to Cabinet for approval.

Equality and Cohesion

Equality and Cohesion is at the heart of the strategy and subsequent action plans will take into account any need for equality impact analyses.

List of Background Papers

Paper	Date	Contact/Tel
None		



Reason for inclusion in Part II, if appropriate

N/A





Lancashire County Council Economic Strategy

2023 – 2025





Our Economic Strategy will provide the stimulus for constructive dialogue and the development of shared priorities for action, in conjunction with public and private sector leaders.



Foreword



Cllr Aidy Riggott

Cabinet Member for
Economic Development
and Growth

The County Council remains committed to delivering economic growth and prosperity as one of our four headline priorities.

The next three years offer a unique opportunity for step-change. Building on our core economic strengths, we now have an opportunity to capitalise on new industries and new businesses locations across the county, to secure high value jobs and new catalysts for further investment.

In support of the business community itself, the council will accelerate its efforts to bring forward strategic sites, support business growth and deliver the skills to realise these ambitions. Aligned responsibilities for transport planning, highways and digital infrastructure will also be harnessed to achieve these goals.

Working through an established pipeline of projects and delivery programmes, we will continue to listen to business and improve the focus and value we deliver for Lancashire, conscious that economic growth and the creation of new, quality opportunities will contribute to our wider ambitions for health, regeneration and providing high quality places where people want to live.

The ambition set in this document is matched by our commitment to measure and evidence the difference we make. We look forward to sharing this progress as we move forward.



Cllr Jayne Rear

Cabinet Member for
Education and Skills

As the birthplace of the industrial revolution, Lancashire people are hard-working and are known for their ability to innovate, to create and to embrace new technologies.

We recognise the importance of education and the opportunity for adults to reskill and upskill throughout their lives to enhance their ability to secure good jobs in line with the needs of the local economy. Employment and skills forecasts indicate an increasing demand for higher level skills, with a growing need for digital, tech, cyber and low carbon sectors.

By working collaboratively with employers as well as education and skills providers across Lancashire we can realise the full potential of Lancashire's businesses and assets and enable our people to maximise the opportunities on offer in our local labour market.





Executive summary

It's the knowledge, skills and courage of individual entrepreneurs, businesses and their workforce which drives economic growth in economies like Lancashire. There is also an important role for national and local government to create an environment with the right conditions for business to thrive.

This Economic Strategy presents a simple, high-level view of how Lancashire County Council will discharge this responsibility over the next three years and how priorities will change to support and address those activities which add most value in terms of creating the conditions for growth and economic success across the county. This is intended to complement work with local government partners and other key stakeholders in the development of the sub-regional strategy 'Lancashire 2050'.

Whilst not a statutory responsibility, the council has identified 'supporting economic growth' as one of its four key priorities. The staff resource, budgets and business parks which the council has to deploy in this policy area, mean that it is amongst the best placed local actors to lead in this space and enable economic growth. Additional, aligned functions including planning, environment and transport also strengthen this focus on Economic Prosperity.

Despite current growth conditions, the medium-term projection for the Lancashire economy remains exciting. Lancashire has a significant, multi-billion pound development and infrastructure pipeline together with a mix of high-performing, well-established businesses, with long and settled roots in the Lancashire economy. A new wave of low carbon and security-based investments is supplementing Lancashire's economy, typified by the UK government's decision to locate the new National Cyber Force headquarters in Samlesbury.



Looking at the main priorities or changes in approach envisaged over the period to 2025, the following three core priorities and activities are set out in this Economic Strategy:-



Strategic development and connectivity

- A multi-£billion strategic development and infrastructure pipeline of active projects to leverage further investment, supporting job creation, regeneration and connecting people and business to the opportunities
- Champion multi-district regeneration programmes and investment opportunities
- Secure and build on a comprehensive roll out of digital gigabit connectivity to support business and communities across Lancashire



Business support

- Re-think business support, focused on areas of highest impact and delivered in partnership with district councils, funded by the UK Shared Prosperity Fund and Lancashire County Council
- Bring services together to focus on providing coherent innovation support for small and medium sized companies
- Refresh and promote updated propositions which set out the strengths and opportunities within the county's key sectors



Skills and talent

- To maximise the alignment of careers programmes, education and skills curriculum delivery with the needs of business
- To better understand and tackle barriers to employment and increase the proportion of economically active people in Lancashire
- To drive an inclusive and diverse workforce, that is agile and skilled to meet changing demands in digital, tech, cyber and low carbon roles



These priorities will inform the action planning for services and progress will be monitored through a broader range of departmental and corporate key performance indicators.



The Lancashire economy

Where are we now?

1. Lancashire was instrumental in setting the blueprint for how modern economies could deliver growth and prosperity.

2. Parts of the Lancashire economy are world-class, matching competitor regions for productivity, innovation and their quality of employment with GVA growth still expected in 12 of the 15 manufacturing sub-sectors in Lancashire.
3. The post-pandemic recovery is presenting different areas with different challenges, but structurally, Lancashire's economy has, mostly kept pace with or exceeded the national employment rate, and the ambition is for that to continue.
4. Over 50,000 businesses call Lancashire their home and business formation rates remain high.
5. With our local government partners and key stakeholders, we have an established pipeline of major development and infrastructure with the potential to secure over £20bn of investment over the next decade.
6. UK trade and investment statistics showed that Lancashire outperformed the Liverpool City Region in 2021-22 in terms of the area's ability to attract and grow foreign owned companies. Traditional export strengths are reflected in a more progressive balance of trade as a percentage of its total international trade, with a deficit of just 5% of trade, compared to 17% nationally.

But...

7. The historic structure of Lancashire's economy has too many sectors, which are gradually losing jobs.
8. Economic shocks can hit harder and take longer to bounce-back from than in neighbouring economies.

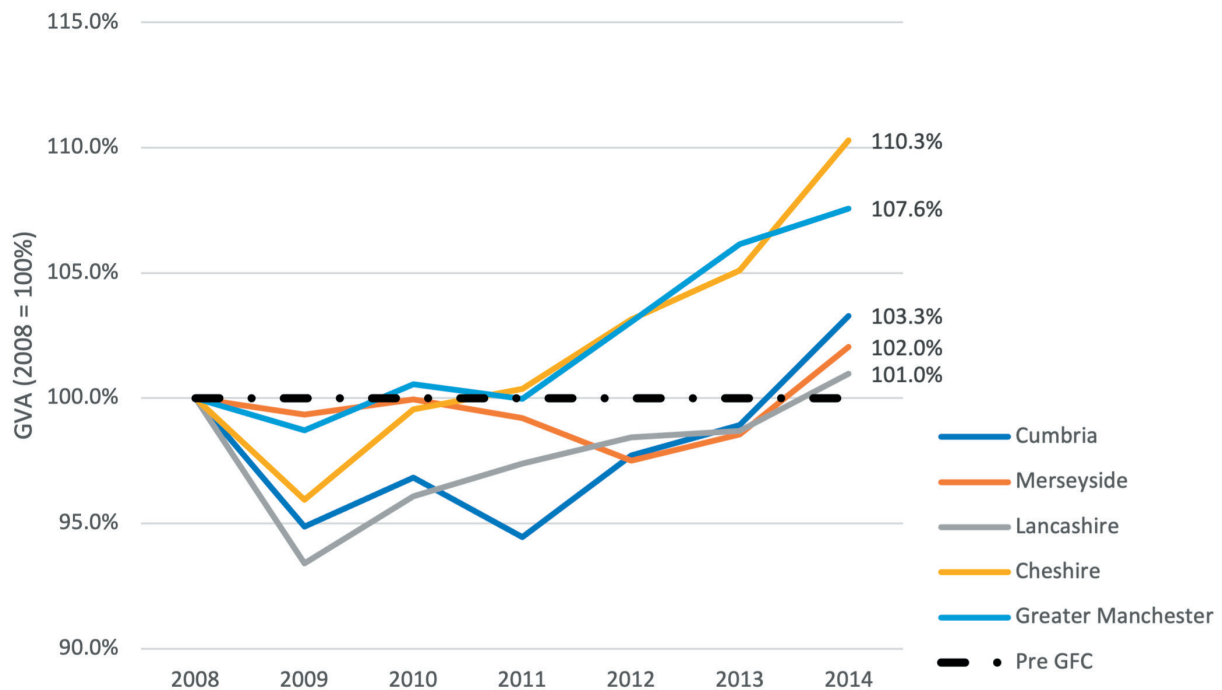


...we have an established pipeline of major development and infrastructure with the potential to secure over

£20bn

of investment during the next decade

Recovery from the 2008 Global Financial Crisis - North West





The Lancashire economy

Where are we now?

9. There are clear and profound disparities in skill levels, economic productivity measures and resident prosperity across the county which, in turn impact more widely on people's life chances.

2019 data (latest) on Gross Disposable Household Income shows considerable variation across Lancashire, with around £10,000 difference between the households in Lancashire with the lowest disposable household income (Burnley (£15,409) and the highest Ribble Valley (£24,493). The national average is £21,433 – and only Ribble Valley and Fylde are above that (£24,493, and £21,603 respectively).

10. Lancashire faces challenges to increase economic activity and this needs to be addressed to prevent perceived shallow talent pools which could reduce inward investment and cause businesses to relocate elsewhere.

Lancashire's economic inactivity rate now stands at 24.4%, above the national average of 21.5%, and 4.1 percentage points above where it was pre-pandemic. This equates to more than 175,000 economically inactive Lancashire residents (an increase of 30,000).



2019 data (latest) on Gross Disposable Household Income national average is

£21,433

Short term challenges/longer term trajectory

This economic strategy is being produced in a time of continued uncertainty in the national and world economy. Evidence illustrates that economic shocks can impact more deeply and take longer to bounce-back from in Lancashire. Deeply impacted sectors such as the visitor economy are now approaching 80% of their pre-pandemic scale, but inflationary pressures on discretionary spending could still delay a return to trend growth rates for much of the three-year term. In framing the priorities for this strategy, we need to think both about continued support for business and individuals through this period, but also to secure the longer-term elevated growth trajectory offered by the strength of established businesses and the arrival of new investments which will catalyse growth.





Links to other strategies

Within the context of the council's corporate priorities, this economic strategy comes on the heels of similar documents on health and education. This strategy is principally focused on the corporate priority of 'Supporting Economic Growth' together with a number of Cabinet responsibilities, including:-

- **Economic Development and Growth**
- **Levelling Up and Regional Affairs**
- **Strategic Investment, Major Projects and Infrastructure**
- **Economic Partnerships**
- **Place-Making and Regeneration**
- **Business Support and Collaboration**
- **Tourism and the Visitor Economy**
- **Lifetime Skills and Apprenticeships**

It is intended to be the first of three documents covering the economy, environment and transport, which are all closely linked. This economic strategy also dovetails with the Lancashire Skills and Employment Strategic Framework, which was refreshed in 2021.

This diagram illustrates how corporate themes and priorities overlap between the three core strategies.



The council has also made a commitment to the promotion of 'Health in all Policies' and we aim to show how a strong economy, creating good jobs can drive health and other priority outcomes for Lancashire and the organisation.

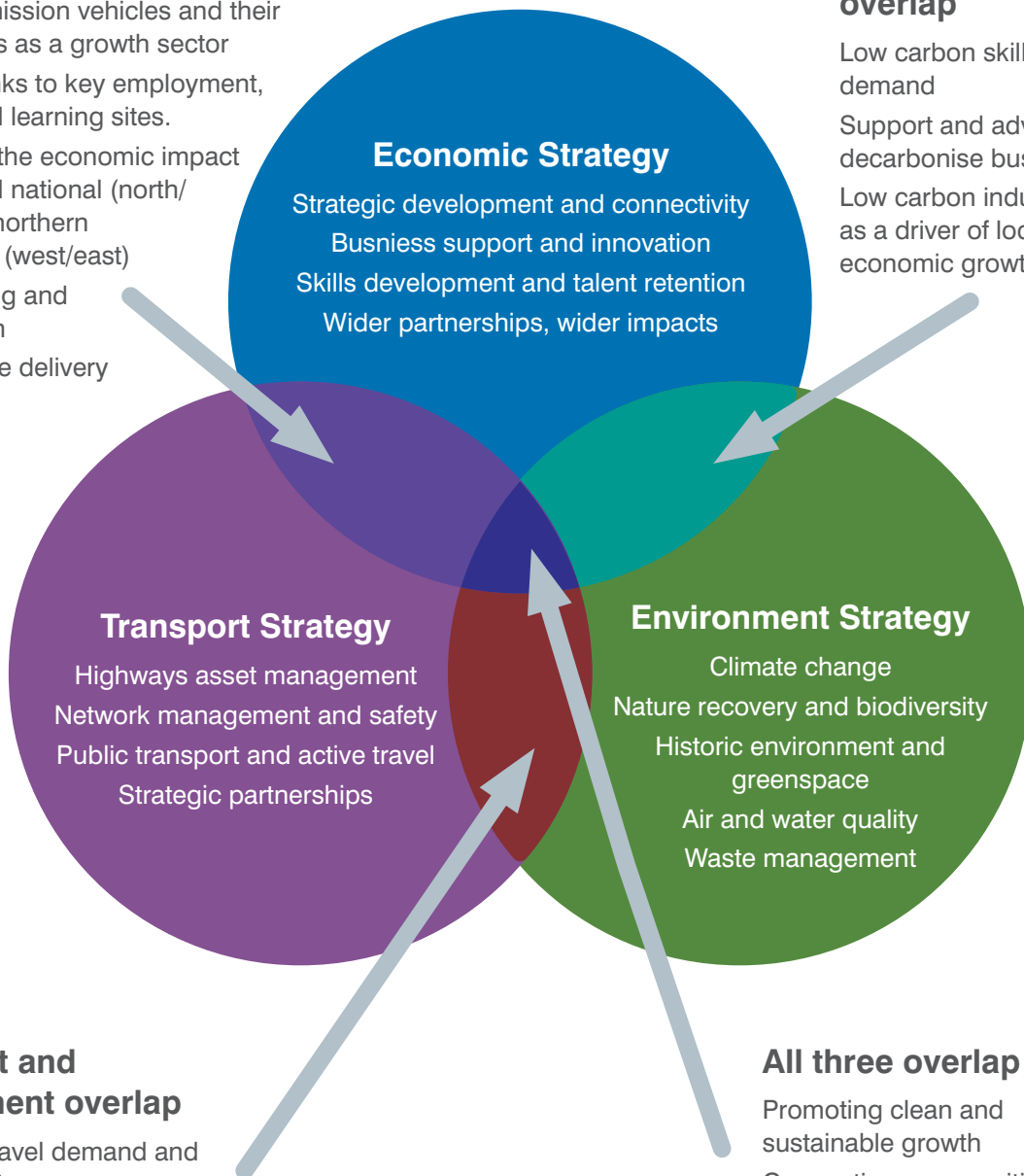
Whilst the document focuses solely on the council's own activity in respect of economic development it will contribute to the wider perspective and wider partnership view set out within the emerging sub-regional vision and strategy, 'Lancashire 2050' by supporting delivery of the eight core priorities.

Economy and transport overlap

Ultra low emission vehicles and their technologies as a growth sector
Transport links to key employment, housing and learning sites.
Maximising the economic impact of enhanced national (north/south) and northern connectivity (west/east)
Place-making and regeneration
Infrastructure delivery

Economy and environment overlap

Low carbon skills demand
Support and advice to decarbonise businesses
Low carbon industries as a driver of local economic growth



Transport and environment overlap

Managing travel demand and traffic emissions
Ultra low emission vehicles/electric vehicles infrastructure
Promoting and enabling sustainable travel, cycling & walking

All three overlap

Promoting clean and sustainable growth
Connecting communities with economic opportunity
Net zero
Climate resilience & adaptation
Health & Wellbeing



Strategic Development and Connectivity

Our 2025 Vision

Lancashire will have the infrastructure and employment sites required to support a low-carbon, modern and forward-looking economy that works for all.

We will maintain and enhance an infrastructure and range of employment sites to:

- allow enterprise to flourish and employees to engage in the economy wherever they live in the county; and
- realise the growth potential in our existing and emerging key sectors, and to attract increased investment.

How we will get there (Priority Projects)

We will take advantage of the emerging Lancashire 2050 Strategic Framework to develop enhanced levels of joint working with partners across key themes such as transport and infrastructure, housing and economic prosperity. This joint work will include the development of a Lancashire Infrastructure Plan to better integrate infrastructure and economic development opportunities including the development of growth corridors and clusters.

The council will continue to support a range of major development projects across the county including major transport and digital infrastructure, local town and city regeneration plans, four enterprise zones and the National Cyber Force headquarters, a total programme estimated to be in the region of £20bn. The county council will take the lead on strategic development projects along with the majority of Lancashire's transport pipeline, including:

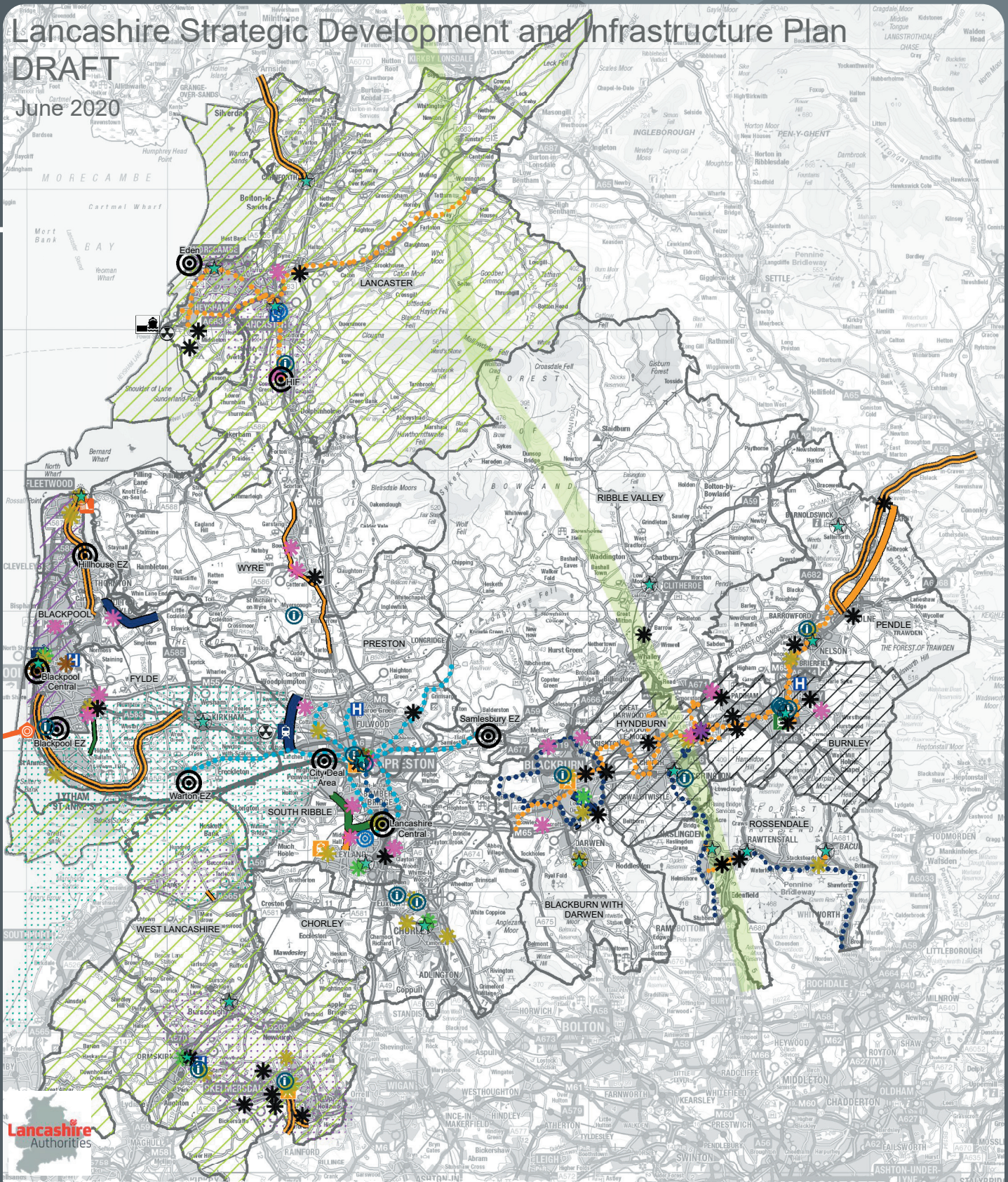
- Samlesbury Enterprise Zone
- Preston, South Ribble and Lancashire City Deal
- Lancashire Central strategic employment site at Cuerden
- Transforming Cities Fund delivering transport infrastructure in Preston city centre



Lancashire Strategic Development and Infrastructure Plan

DRAFT

June 2020



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Rail Line Schemes	Major Road Schemes	Sustainable & Public Transport	Economic Development	Development Sites	Key Locations
In Development	In Delivery	TCF Corridor	Major Project	Employment	Heysham Port
In Delivery	Business Case	LCWIP Area	Town Centre Scheme	Housing	Nuclear Site
Business Case	In Development	Regional Park	Innovation Centre	Leisure	Major Hospital
In Development	Other Road Schemes	Route In Delivery	Business Park	Mixed Use	United Utilities Works
	In Delivery	Route In Development	Potential Barrage	Retail	Digital/FTTP Broadband Coverage
	Business Case	Tram Extension In Delivery		Community Facility	North Atlantic High Speed Data Cable
	In Development			Rail Freight Terminal	<1% coverage (District)
					>10% coverage (District)
					Full Fibre Network



Strategic Development and Connectivity

Our 2025 Vision

- Elite cricket facility in partnership with Lancashire County Cricket Club at Farington
- Preston (HS2) Station Gateway Regeneration
- Eden Project North
- South Lancaster Growth Catalyst unlocking delivery of 9000+ homes
- Lancashire Economic Recovery and Growth programme
- Lancashire Levelling Up Investment Fund
- Business parks
- Urban development and inward investment funds
- Preston Western Distributor, A582 and M55 Link Road
- Strategic rail and public transport projects
- Active travel, cycling and walking projects
- Bridge and other infrastructure projects
- Project Gigabit

Lancashire County Council's role

To continue to take a lead role on major strategic development and infrastructure.

To lead delivery of the pipeline of active projects identified above.

To continue to champion ambitious multi-district regeneration programmes and investment opportunities. This role includes maximising opportunities within the Lancashire 2050 framework to establish more integrated policies and activities.

To continue to champion Lancashire projects at local, regional and national levels taking advantage of relevant opportunities for infrastructure development such as the Government's emerging Investment Zone agenda.

Through the development of Lancashire 2050, and joint working with authorities across Lancashire, we will seek an ambitious County Deal for devolved multi-year growth, development and infrastructure funding.





Artist's impression of planned Lancashire County Cricket Club at Farington





Supporting local business

Our 2025 Vision

Existing premium employers and industries including advanced engineering, manufacturing, and energy, are being augmented with a new and unprecedented wave of investment driven by cyber, digital, and low carbon capabilities. These new industries build on strong and cohesive themes around security, such as military capabilities, data security or, more latterly, energy security.

Over the next three years, the programmes and investment to sustain traditional strengths and embed new “Apex” businesses will move forward with the council playing a key role in realising the full potential of these developments.

What the data says

Business births in Lancashire remain buoyant and were above the national average in 2020. Business death rates have been consistently above the national average since 2016, and start-up survival from one through to five years are above the national average, with 90.3% of Lancashire 2019 start-ups surviving one year or more.

The success of scaling firms is mixed across Lancashire, with seven of the 12 local authority districts (within the Lancashire County Council footprint) having a higher incidence of high growth firms than the national average. For the county council area overall, in 2020 4.2% of businesses were classed as “High Growth”, compared to 4.3% in the United Kingdom.

Encouragingly, the districts in Lancashire with the highest incidence of “High Growth” firms are in East Lancashire, in those districts where productivity has been highlighted as being poor. Burnley (4.5%), Hyndburn (6.0%), and Rossendale (5.6%) all have high growth firm rates in excess of the national average – something to be celebrated, and something which needs to continue to close productivity gaps.



How we will get there (Priority Projects)

Make the county the most supportive place to establish, grow and scale high quality businesses.

Boost, Lancashire's Business Growth Hub and our Business Finance Support propositions have developed a strong brand and a reputation for quality support over the last ten years. In the next three years we aim to sustain that reputation and quality service as the model moves from former European funding to closer working with district councils through the UK Shared Prosperity Fund. This offers an opportunity to explore new modes of delivery from pre-start, scaling and rural businesses, free of the European legislation which had previously prescribed how this delivery took place.

Through the development of Lancashire 2050, and joint working with authorities across Lancashire, we will seek an ambitious County Deal for devolved multi-year growth, and investment powers and funding.

Bring together Lancashire's world class businesses and innovation assets to close the productivity gap with the region.

Supporting the ability of Lancashire's businesses to innovate is central to driving productivity, growth and the competitiveness of the local economy. Over the next three years the council will refocus its innovation support services, bringing together existing resources to match businesses with the innovation facilities and assets which have been built in recent years and to make this broad spread of investment work as a coherent whole. This would also include the way in which we use real estate owned by the council, such as its business parks, to develop an accelerator model for sectors such as Digital and Technology.

Retain, grow and proudly promote our world class sectors, both established and emerging.

The existing and emerging sectoral strengths of Lancashire need to improve their reach in terms of national policy as measured by Government ascribing sector strengths to Lancashire. Building on the Northwest Cyber Corridor and the County Council funded Aerospace Watchtower pilot, we will seek to refresh, promote and lobby for Lancashire's strengths and contribution to UK plc to be properly recognised.





Talent

Employment and Skills

As the birthplace of the industrial revolution, Lancashire people are known for their ability to innovate, to create and to embrace new technologies. A skilled talent base is a critical ingredient of any flourishing economy – to enable business growth and to attract inward investment.

Our 2025 vision

Lancashire will have seen significant growth in employment requiring digital, tech, cyber and low carbon skills matched by an increased number of Lancashire's residents active and skilled in the workforce.

A balanced approach will be taken to build Lancashire's talent pipeline – by 'growing our own', by reskilling and upskilling our people and by attracting and retaining new talent to the County. An inclusive approach is critical, to boost the diversity of our workforce, and to maximise Lancashire people's ability to secure well paid, good jobs to improve economic prosperity for all.



What the data says

There are now 175,000 economically inactive residents in Lancashire, and this is a challenge. It is also an opportunity, with some 30,000 inactive residents who state that they would like a job. These 30,000 who would like a job and 27,000 unemployed residents in Lancashire combine to create a cohort of almost 60,000 residents who could help to alleviate the recruitment challenges that businesses are facing.

The labour market remains buoyant despite economic challenges, and has seen more than 65,000 vacancies posted in Lancashire so far this year (10,000 more than the same period in 2021). Widening the talent pool for businesses to recruit to is crucial to alleviate recruitment challenges, but as important is the health and well-being benefits that secure well paid employment can bring to residents.

65,000

vacancies posted in Lancashire so far this year



Widening this talent pool is especially important for Lancashire, with an ageing population and a smaller percentage of Lancashire's population being of working age than the national average (60.7% of Lancashire residents are aged 16-64, compared to 62.4% in Great Britain).

Lancashire also produces over 17,000 graduates a year, which places them in the top third of sub-regions nationally. However, graduate retention is below average in Lancashire (24.4% of graduates from Lancashire Higher Education Institutions are still living and working in Lancashire three years later, compared to 30.3% of graduates nationally staying to work where they studied). This places Lancashire around the national median.

That Lancashire has a lower proportion of residents with higher level (4+) qualifications than the national average is well understood. Apprenticeships offer a powerful route to improving this position, with a movement over the last 5 years towards Apprenticeship Starts at higher levels. Since the pandemic Level 4+ Starts have grown by 19%, relative to an overall drop in Apprenticeship Starts of 23% in Lancashire. These higher-level Apprenticeship Starts now account for 28% of all Apprenticeship Starts, compared to 18% pre-pandemic.



Talent

Employment and Skills



There is also a need to diversify the skillsets of Lancashire residents so that our economy is more digitally ready. The Lancashire LEP's digital strategy states that digital employment could more than double to over 50,000 by 2035, with advances coming from the National Cyber Force, the clustering of digital and cyber businesses in Lancashire, as well as movements towards a more digital economy. In addition to this, forecasting from the Local Government Association shows Lancashire to be the area of the UK with the highest number of Energy and Low Carbon jobs per head of the population, with more than 60,000 Low Carbon jobs by 2050.

How we will get there (Priority Projects)

The Lancashire Skills and Employment Hub published the refreshed Lancashire Skills and Employment Strategic Framework in 2021. This strategy is aligned to the four core priorities, building on the partnerships with business and educational providers that the Hub oversees, including the Adult Skills Forum, Lancashire Digital Skills Partnership and Lancashire Careers Hub.

Future workforce:

We will work with education and business to establish a talent pipeline and future workforce that meets the current and future demands of the labour market.

The Careers Hub reached full coverage in September 2021, supporting every secondary school, including special schools and alternative providers, and college across the county to develop an excellent careers programme working collaboratively with business. Over the next three years, schools and colleges will continue to make progress against the careers excellence framework – the Gatsby Benchmarks, with an increase in inspirational encounters and experiences with Lancashire employers.

Through the embedding of technical education, we will also see a balance of destinations, with more young people opting for T-Levels, apprenticeships and vocational provision – to ensure that we are building the technical skills base that our employers require. In line with future forecasts, there will be particular focus on digital, tech, cyber and low carbon skills and opportunities, ensuring that local labour market intelligence underpins careers programmes thereby enabling young people to make informed choices about their future.





Talent

Employment and Skills

Inclusive workforce:

We will work with providers and partners to support unemployed and economically inactive residents into sustainable employment, to 'level up' areas of Lancashire and accelerate inclusive growth, and to ensure alignment of programmes with areas of economic need. We will seek to expand the range of Skills Bootcamps available to Lancashire residents, building on the innovative work undertaken in Lancashire to-date, as well as deliver a successful Multiply programme to boost the numeracy skills and thus employability of low skilled adults.

A study will be conducted into increasing the proportion of economically active residents, with a view to influencing and shaping provision to reverse recent trends – working in partnership with the Department for Work and Pensions, Public Health and local authorities to shape mainstream and UK Shared Prosperity Fund provision.

Skilled and productive workforce:

We will work with businesses to understand their skills needs by understanding labour market intelligence through the development of a Data Observatory and by working in partnership with the Chambers of Commerce to build on the Local Skills Improvement Plan trailblazer. This will shape and influence the curriculum offer of post 16 providers to young people and to adults seeking to reskill and upskill.

We will continue to drive the Apprenticeship Action Plan, including the Lancashire Levy Transfer Network, working in partnership with the Lancashire Work Based Learning Forum and apprenticeship providers, to grow apprenticeships at every level and across our priority sectors. Over the next year, 100 Lancashire County Council Apprenticeship Grants will be issued to small to medium manufacturing enterprises recruiting a young apprentice for the first time.

Through the Lancashire Digital Skills Partnership, we will continue to work with business to reskill and upskill the county's workforce to adopt new technologies, and will encourage our digital and tech businesses to sign up to the Tech Talent Charter to drive greater diversity in our digital workforce.

We will increase the number of Lancashire businesses signed up to the Lancashire Skills Pledge – which recognises those businesses that are committed to inspiring, recruiting and developing the people of Lancashire and provides a 'front door' for businesses to engage with skills and employment providers.



Sustain and market the quality of life and cultural offer which makes Lancashire such a great place to live, work and learn:

With a strong pipeline of business sites, new investors and increased “replacement demand” in sectors with ageing workforces, a key constraint on the county’s ability to realise growth will be a battle for skills. In addition to the focus on growing our own, we need Lancashire to be seen as a destination of choice for those leaving further and higher education and for young families leaving city regions for a different work-life balance, boosting graduate retention. Building and highlighting the quality-of-life offer touches a range of County Council and District responsibilities from culture, to transport, to marketing, to place based measures to bolster the night-time economy. Through the development of Lancashire 2050, and joint working with authorities across Lancashire, we will seek an ambitious County Deal for devolved skills and employment funding to enable an integrated skills and employment system, which is driven by local labour market priorities.





Working as one - Wider impacts / Wider outcomes

Integrated programmes

The three core priorities set out in this strategy can all act independently of one another but work best when working in combination, including with other strategies, to deliver and maximise the impact of economic opportunities within Lancashire. Projects such as the work to support the establishment of the National Cyber Force bring the services together with other partners to offer property, skills and business supply chain solutions which will maximise the impact of the core investments for Lancashire residents, businesses and communities.

The strategy is committed to increasing the wider value from commissioning, with resource providing expertise across major development programmes, and council contracts to maximise opportunities through employment, skills or decarbonisation commitments which add to the wider objectives of the organisation and taking advantage of pro-active businesses to achieve local priorities.



Delivering wider council priorities

Health

“Good work” is increasingly viewed as one of the key determinants of good health providing not only a salary to pay for healthy accommodation and food but also providing the structure, contact and potential for self-actualisation that in-turn lead to positive mental health and an active role within communities where people live.

Economic Development teams continue to work with health colleagues and their partners using contact with the business community to promote good employment practice, resilience and help through healthy workplace initiatives.



Ambition

The Careers Hub, part of the Lancashire Skills and Employment Hub is central to one of the most comprehensive careers programmes across the country, matching business leaders with all secondary schools and colleges across the county to drive the development of inspirational plans that include encounters and experiences with employers that provide a real understanding of the world of work for Lancashire's young people.

Sustainability

Especially given the recent increase in fuel costs, Boost actively signposts local businesses to the energy consumption audits and improvement plans delivered by our partners as well as helping to develop businesses working in the low carbon products and technologies sector.

Measuring progress and performance

At present the council's Corporate Performance Framework and the Departmental Dashboard of the Growth, Environment and Transport Department are focused on key performance indicators dealing mostly with job and business creation in Boost Programmes, the Investments made through Rosebud and the number of young people not in education, employment and training and educational attainment.

A refreshed framework of indicators, driven by this strategy will be developed and launched in Q4 2022/23.

Governance

The milestones and performance indicators related to the priorities set out in this project will be led by the Growth, Environment and Transport Directorate, served by a variety of bespoke leadership, management, partnership and governance arrangements relevant to the three core priorities and reporting within the relevant portfolio and scrutiny responsibilities, particularly the Cabinet Members for Economic Development and Growth, Education and Skills.





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Report to the Cabinet

Meeting to be held on Thursday, 3 November 2022

Report of the (Acting) Director of Education, Culture and Skills

Part I

Electoral Division affected:
Burnley Rural; Rossendale
West;

Corporate Priorities:
Supporting economic growth;

The Future of Queen Street Mill Museum and Helmshore Textile Mills Museum

Contact for further information:

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Brief Summary

The Cabinet Working Group for Museums has considered three options for the future of the Queen Street Mill Museum and Helmshore Textile Mills Museum. The three options are set out in the report.

Recommendation

Cabinet is asked to:

- (i) Approve Option '3' to enhance the in house offer at Queen Street Mills and Helmshore Textile Mills as set out in the report, including the development of a comprehensive business plan and robust key performance indicators to assess the council's progress against the plan.
- (ii) Thank the National Trust for its support and welcome future opportunities to work closely with them on Lancashire's cultural and heritage offer.

Detail

In 2016, both museums were closed to the public as part of a series of savings that the council made in 2015/16.

In 2018, following a review of the available options by the Cabinet Working Group for Museums, Cabinet agreed to re-open both museums to the public.

In 2019, the county council and the National Trust conducted a review of sustainable options for the future of the Mills and the Cabinet agreed to the recommendation that the museums be leased to the National Trust for 5-years.

In 2020, the National Trust withdrew that option due to the financial losses that it incurred as a result of COVID-19 lockdowns.

In 2021, Cabinet agreed to a proposal from the National Trust that it would conduct a review of what could be changed in each museum to improve the visitor offer and overall financial sustainability of both museums.

In July 2022, the National Trust presented its final report to the Cabinet Working Group for Museums. The Cabinet Working Group for Museums requested that officers compare the National Trust's proposal alongside maintaining the existing arrangements and an option to enhance the museums without a formal agreement with the National Trust.

On 5 October 2022, the Cabinet Working Group for Museums considered the three options as summarised below:

Option One: National Trust Proposal

The National Trust completed a thorough review of all aspects of both museums and identified a range of costed and uncosted actions that could be implemented by the council over the next 5 years. It proposed establishing a formal 5 year partnership agreement during which the council would pay for a specified level of National Trust staff to support the council's existing museum team and the National Trust would provide an equivalent amount of staff support at their cost.

Option Two: Maintain the status quo

This option would involve no additional revenue cost but would also leave both museums operating at a minimum level of 3 public opening days per week between each Easter and the end of October.

Option Three: Enhance the in-house offer

This option enables the county council to consider the full range of improvements included in the National Trust's proposal. There are a limited number of targeted changes that could be implemented in 2023/24, which would increase visitor numbers and income generated by both museums. A wider range of improvements could be considered in future years primarily supported by attracting external funding from the major heritage funders.

The Cabinet Working Group for Museums discussed the three options and concluded that, in the current financial climate, option 3 presented the greatest flexibility to the council to manage the development of the museums within a 4-year business plan and a set of Key Performance Indicators.



In addition, the Cabinet Working Group for Museums expressed a desire to maintain good relations with the National Trust for the future of the museums, even without a formal partnership agreement.

Consultations

The National Trust consulted a wide range of stakeholders ranging from members of communities living near to each museum, local councils, businesses and education providers as well as major national heritage bodies and funders.

Implications:

This item has the following implications, as indicated:

Risk management

The enhanced in-house offer allows the county council to manage risk by controlling what improvements can be made to how the museums are operated through the overview provided by the Cabinet Working Group for Museums and that each financial commitment would be considered within the overall finances of the county council and be balanced through a range of Key Performance Indicators to ensure value for money.

Financial

It is intended that the county council will move towards an enhanced offer from April 2024 with proposals and any additional costs of enhancing the in-house offer considered in light of the county councils future financial outlook and therefore as part of the 2024/25 budget.

Legal

Should the county council be minded to approve the recommendation of the enhanced in-house offer, the county council retains control of its operations and therefore there will be no immediate legal implications. In the event that the enhanced in-house recommendation results in third party arrangements, legal services would support the county council with any necessary agreements.

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, 3 November 2022

Report of the Director of Public Health

Part I

Electoral Division affected:
(All Divisions);

Corporate Priorities:
Caring for the vulnerable;

Establishing Additional Funds for Community Food Grants

Contact for further information:

Dr Sakthi Karunanithi, Tel: (01772) 537065, Director of Public Health,
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Brief Summary

Further to the previous decisions taken by Cabinet in September and October to support Lancashire's residents to manage the rising cost of living, the public health team has received numerous applications for the community food grants scheme.

The demand for the schemes, especially supporting food related projects in conjunction with warm and welcoming spaces, is over and above the current financial allocations.

This report describes an approach to manage the demand for additional applications for food related schemes to support residents during this winter.

Recommendation

Cabinet is asked to:

- (i) Approve an increase in the funding available from Lancashire County Council's 'Community Food Grant Scheme' to £250,000 for the year 2022/23.
- (ii) Authorise the Director of Public Health, in consultation with the Cabinet Member for Health and Wellbeing, to allocate these funds, using the existing application process administered by the community projects team, to respond to the increase in demand for community food projects.

Detail

Our community and voluntary organisations can apply for up to £3,000 for projects that are aimed at tackling food insecurity. Applicants can apply for items such as food, equipment, volunteer expenses, premises costs, organisation staff costs and resilience building activities. The total allocated budget during 2022/23 is £180,000.

The first round of community food grant scheme has already received over 96 applications and has approved 46 applications with funding totalling just over £123,000. It is anticipated that an increasing demand for food related projects will be delivered in conjunction with warm and welcoming spaces.

In addition, the community projects team undertakes the following activities to address food insecurity across Lancashire:

- Facilitate the Lancashire Food Network online events. This is a network of organisations, including voluntary and community groups, local authorities and other statutory organisations with an interest in food insecurity. Members of this network share their experiences, hear from other organisations about support that is available to organisations as well as people accessing their services. For example, there have been presentations from food clubs, banks, and pantries to talk about their organisations. Officers from the county council have also attended to talk about Universal credit and healthy start voucher uptake.
- Lancashire Local Authorities Food Officers meet every month to share experiences and knowledge and are starting to link up much more to co-ordinate activity.
- The team contributes to a number of district food networks, e.g. Lancaster District Food Justice Partnership, West Lancashire Food Insecurity forum.
- The team continues to offer advice and support to community food organisations around project and organisational development, e.g. funding strategies, project planning, and applying for funding.

Given the increasing demand, it is proposed that the county council:

1. Increases the allocated funding for community food grants scheme to £250,000.
2. Adopts the existing application process administered by the community projects team.
3. Continues to collaborate with wider stakeholders in ensuring that priority is given to support the most vulnerable residents and community groups during this winter.
4. Strengthen the support available to community food organisations in applying for support and funding.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

The additional sum of £70,000 will be identified from within the ring-fenced public health grant.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A



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

Document is Restricted

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