Lancashire County Council

Cabinet Committee on Performance Improvement

Tuesday, 2nd March, 2021 at 2.00 pm - Virtual Meeting

Agenda

Part I (Open to Press and Public)

No.   Item

1.   Apologies for Absence

2.   Disclosure of Pecuniary and Non-Pecuniary Interests

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

3.   Minutes of the Meeting held on 10th September 2020   (Pages 1 - 8)

4.   Corporate Strategy Monitoring report - Quarters 2   (Pages 9 - 52)
**   and 3 2020/21 Performance Update**

5.   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 Chairman 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 Members' intention to raise a matter under this heading.

6.   Date of Next Meeting

The next meeting of the Cabinet Committee on Performance Improvement will be held at 2.00pm on Tuesday 20th April 2021.

L Sales
Director of Corporate Services

County Hall
Preston

Lancashire
County
Council

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Thursday, 10th September, 2020 at 2.00 pm - Virtual meeting

Present:

County Councillor Keith Iddon (Chair)

County Councillors

M Green	G Gooch
C Crompton	S Turner
M Parkinson OBE	P Williamson
A Atkinson	

1.   Apologies for Absence

County Councillor Williamson replaced County Councillor Driver at this meeting.

County Councillor Iddon took the Chair in County Councillor Driver's absence.

2.   Disclosure of Pecuniary and Non-Pecuniary Interests

No pecuniary or non-pecuniary interests were disclosed.

3.   Minutes of the Meeting held on 19 February 2020

Resolved: That the minutes of the meeting held on 19 February 2020 be confirmed and signed by the Chair.

Matters Arising

CC Crompton pointed out that he had requested updates on various issues at the September CCPI meeting. It was noted however that, due to the current Coronavirus pandemic, update reports were not able to be provided at this stage.

4.   Corporate Strategy Monitoring report – Quarter 4 2019/20 Performance Monitoring and Quarter 1 2020/21 Updates

A report was presented by Donna Talbot – Head of Business Intelligence, on Quarter 4 2019/20 Performance Monitoring and Quarter 1 2020/21 Updates.

Appendix 'A' to the report set out Quarter 4 2019/20 monitoring, along with Quarter 1 2020/21 performance updates where available, against the indicators which had been agreed by Cabinet in February 2020.

In addition, summary documents detailing some of the major interventions and impacts of the COVID-19 pandemic across Public Health & Wellbeing, Adults and Children's services were set out at Appendix 'B'.

The Cabinet Committee noted the highlights of good performance, and those indicators performing below the desired level as detailed in the report.

Dave Carr - Head of Service, Policy, Information and Commissioning (Start Well), Tony Pounder – Director of Adult Services and Mike Kirby – Director of Strategy and Performance attended the meeting and provided details and updates on their respective service areas.

Specific areas were discussed as follows:

Safety carriageway defects – due to Covid, the usual maintenance programme had been suspended, with the exception of emergency works including some defects as staff had been deployed to other county council services to assist with their emergency plans. The service was now operating normally (within Covid safety guidelines) although the pandemic had affected performance against these targets in the first part of the quarter.

Street lighting fault repair – it was noted that new indicators were in place to separate those faults requiring traffic management arrangements and those not requiring traffic management arrangements, and that these indicators were now more in line with those for highways defects. Details were provided in the report of the most significant impacts of the pandemic on service delivery in this area. Due to the crews staggered working system and one crew tasked with helping to build the Warton BAE morgue facility, delays had been experienced in the LED replacement programme. CC Iddon wished to place on record his thanks to all the Highways Team for all their efforts during the pandemic.

Percentage of children and young people who received targeted early help support from Children and Families Wellbeing Service which successfully met their identified needs – the service had continued to support vulnerable families and had remodelled the service offer to deliver support through 'digital' and 'remote' platforms. Home visits, where necessary, continued to be made in high needs cases, subject to a prior risk assessment being carried out. CC Williamson wished to place on record her thanks to all the staff concerned for continuing to keep in touch with vulnerable families.

Percentage of Looked After Pupils and SEND pupils reaching the expected standard in Reading, Writing and Maths at KS2 and percentage of Looked After Pupils average Attainment 8 Score at KS4 – lots of work was currently ongoing in relation to educational attainment which linked into the overall model of school improvement. A Team Around the School approach including school partners, school improvement advisers and multi-agency partners were working with schools on this matter. In addition, locality based data was being used to understand what was happening in different areas. Specific work has been done to recognise the impact of Covid and how teaching and learning in schools needs

to change. Evidence based continuing professional development was being delivered for teachers, especially in relation to valuable learners, including blended learning (face to face and distance learning), addressing gaps in vulnerable learners and those who had been out of education settings for a while, support for pupils to re-engage with education, targeted work with schools to better target the Department for Education catch up funding and developing offers around remote learning – training has been provided through the Lancashire Professional Development Service to support schools on how to take this forward. Close working between the School Improvement Team and the Inclusion Team was ongoing to raise the profile of SEND outcomes through headteacher and governing body briefings and via SENCO training. The virtual School Lead and staff were still monitoring Personal Education Plans and working with schools where there were concerns.

The Committee noted that these interventions were welcomed by schools and that they were making a difference. Committee were given assurances about the initiatives in place to improve these figures and it was hoped that these interventions would be reflected in future performance figures.

It was reported that the performance figure for SEND pupils' average Attainment 8 score at KS4 was very positive.

CC Williamson reported that throughout Covid, Lancashire had had a significant number of vulnerable children attending schools and that over 500 of our schools had been open throughout this crisis. CC Williamson stated that Lancashire's figure was significantly higher than in many others areas of the country.

CC Williamson was pleased to inform the Committee that 9 of our looked after children had now graduated from University – CC Williamson had written to all these young people congratulating them on their fantastic achievement.

Percentage of primary and secondary pupils offered one of their top three preferences – good performance in retaining high percentages in these areas was recorded. A query was raised about the 2% year on year difference between primary and secondary school figures. This would be looked into and reported to the next Cabinet Committee meeting in November.

Health Checks – Covid had obviously had a massive impact on these figures with GP surgeries prioritising other activity and being unable to deliver health checks in a Covid-safe way. GP delivery had ceased in February 2020, what was generally the busiest quarter of the year, which resulted in there being a reduction of approximately 8,000 health checks compared to a normal year. Despite this, Lancashire continued to perform well when compared to national figures. As the Public Health Team were currently running a 7 day per week Test and Trace Service, the health checks were not a priority at the moment.

Safeguarding outcomes for adults/older people – although there had been a continued decrease in the proportion of people who had indicated that their safeguarding outcomes had been fully met, it was reported that over 96% of

safeguarding outcomes had been fully/partially achieved. This had primarily been due to a change in processes and the system of recording, which was being reviewed.

It was reported that the county council had been meeting additional Covid costs for private sector care homes. Some private care homes had faced higher levels of under-occupancy, partly due to some reluctance of families to place their relatives in care homes amidst the current pandemic, and partly due to a higher number of deaths. Plans were having to be put in place for this issue and it was being reported at a national level.

For Lancashire County Council care homes, it was reported that occupancy levels were relatively high. County council homes were a very trusted brand and were well established. Lancashire County Council has been recognised nationally for the work being done in care homes and has been seen as a leader in the Covid pandemic.

Use of libraries – current performance was below target due to the closure of all libraries by 23 March 2020. As part of the phased re-opening, the Harris Library and 12 other libraries had re-opened on 27 July, with limited services. Performance data for the number of e-downloads was good – hardware and software had been upgraded for PNET sessions, to enable users to bring their own devices to libraries.

Percentage of young people in employment, education or training – figures had improved for both this and for SEND pupils who were currently in education or training. This was partly due to the amount of work being done to track these young people. Tracking had been significantly better over the past year and the focus was now on vulnerable learners, for which lots of activity was taking place with schools and the Further Education sector.

School exclusions – this figure had improved slightly. However, the Committee were informed this data should be treated with caution, due to lower school attendance during Covid. It was reported that the new way of working with schools in relation to those with challenging behaviours would hopefully make a difference. CC Williamson reported that the county council were committed to addressing the amount of exclusions, and that a report would be presented to October Cabinet on an Alternative Provision Strategy, which would include plans to increase the number of children and young people attending schools.

Percentage of adults with learning disabilities in employment – although this figure had risen since 2018/19, it was still considerably below target and under the national benchmark. The internal deployment of staff to other working areas during the pandemic had impacted on the number of adults with learning disabilities being introduced to a working environment. It was acknowledged, however, that it was important to improve this figure.

Number of Rosebud loans provided to new or existing businesses – Covid had slowed business by putting pressure on both the demand for products and

on the availability of business suppliers to meet orders. Business recovery measures had been put in place but the availability of the Coronavirus Business Interruption Loan Scheme and Bounce Back loans had crowded out some potential Rosebud activity. Government funding had been received for Covid recovery and had been put out to Boost, and a series of campaigns had also been run to focus and help businesses. Businesses could contact Boost for help with finance, monitoring, training or structure support. The Committee noted that 6,000 new businesses had been registered in the county, during the last four months.

Number of working days per full time equivalent lost to sickness absence – due to Covid, a series of briefings with managers to look at sickness absence has had to be paused. Mental health remained the top reason for absence and a targeted approach for these absences had been implemented, promoting early intervention for employees in which they were provided with additional sources of support at the earliest opportunity. A split of figures between home and office working would be looked at. As part of the county council's improvement journey, different models of working were being looked at. Positive feedback had been received on working from home and virtual meetings throughout the pandemic and, moving forward to recovery, a managed return to the workplace would be arranged. Tax relief for staff working from home was also currently being looked at.

Public Health and Wellbeing – specific details of the public health response to the Covid pandemic in Lancashire the Director of Public Health was leading on were provided. The Public Health Team were central to the Lancashire Resilience Forum response, supporting the organisation and statutory/Voluntary, Community and Faith Sector partners in delivering interventions, to manage and reduce the impact of the pandemic on communities and individuals in Lancashire.

Details of close working with Public Health England, district councils, health visiting/school nursing, drug and alcohol services, sexual health services, domestic abuse refuge services and the NHS were provided in Appendix 'B'.

There had been a significant rise in the need for domestic violence services; all the refuges had been kept open and a full service continued to be provided. Active engagement with the homeless was continuing, and figures on how many homeless people were living in hotels and on the streets would be looked at once these were available.

The Committee wished to thank Sakthi Karunanithi – Director of Public Health and his team for the update and for all their hard work during the Covid pandemic.

Adult Services

A summary of some of the major interventions carried out to meet the county council's top adult social care priority to ensure the safe and effective delivery of support and care to those who need it during the Covid pandemic, was provided.

These included supporting care homes and other providers, ensuring supplies of Personal, Protective equipment, infection prevention and control, expanding the social care workforce and funding for the social care sector. CC Gooch stated that these interventions were an example of good practice of how things should be done. The Committee noted that Lancashire County Council were doing well in these areas, compared to other local authorities.

The Committee noted that 95% of requests to supply Personal, Protective equipment had been delivered by the next working day, and that more than half had been delivered the same day, as requested.

The county council had committed to provide £7.3m to the social care sector for extra costs due to Covid, to provide support including meeting the extra staffing costs, personal, protective equipment, extended service hours and transport costs. It was reported that the government had been approached in relation to the re-imbursement of these monies.

Education and Children's Services

A detailed explanation of the impact of Covid on Education and Children's Services was provided. A table summarised the impact of Covid on the following Children's Social Care demand indicators:

- Early Help Module contacts
- Referrals
- Assessments started
- Open and closed assessments
- Open Children in Need Plans
- Open Child Protection Plans
- Open Children Looked After figures

It was reported that there had been a notable increase in the number of open Children in Need plans during lockdown, and a decrease in open Child Protection plans. Significant improvements were seen in Children in Need/Child Protection and Children Looked After visits, with reviews being up to date and timeliness of single assessments and health assessments. These improvements were due to the huge efforts of staff being innovative in finding ways to facilitate contact between children and their families.

In addition, a detailed summary of the different social care and education interventions implemented during the pandemic, was provided to Committee.

There had been a big focus on partnership working. Social Workers had risk profiled cases where those in the highest need continued to be seen. Although there had been a big national increase in domestic abuse referrals for children's social care, this had not been the case in Lancashire, due to the production of a large scale campaign, multi-agency response being urgently activated.

It was reported that, during the lockdown period, the response from schools and settings to support vulnerable children and critical workers in Lancashire had been excellent. Prior to the summer break, 610 schools and settings had been open supporting 33,733 children including 2706 vulnerable children and 13,459 key/critical worker's children.

The Committee thanked all staff across the county council for their efforts throughout the Covid pandemic.

Resolved: That the Cabinet Committee on Performance Improvement note the performance against the indicators set out in Appendix 'A', and the COVID-19 summary document at Appendix 'B'.

5.   Urgent Business

There were no items of Urgent Business.

6.   Date of Next Meeting

The next meeting of the Cabinet Committee on Performance Improvement would be held at 2.00pm on Thursday 26th November 2020.

L Sales
Director of Corporate Services

County Hall
Preston

Cabinet Committee on Performance Improvement
Meeting to be held on Tuesday 2 March 2021

Part I

Electoral Division affected:
(All Divisions);

Corporate Strategy Monitoring report – Quarters 2 and 3 2020/21 Performance Update
(Appendices 'A' to 'C' refer)

Contact for further information:
Michael Walder, Tel: 01772 533637, Senior Business Intelligence Manager,
michael.walder@lancashire.gov.uk

Executive Summary

The first monitoring report against the indicators agreed to monitor the 5 objectives of the Corporate Strategy was presented to the Cabinet Committee on Performance Improvement on 19 February 2020.

The impact of the COVID-19 pandemic meant the Committee did not meet again until September 2020, when it considered a quarter 4 2019/20 monitoring and quarter 1 2020/21 performance updates report, along with a summary document detailing some of the major interventions and impacts of the COVID-19 pandemic across Public Health & Wellbeing, Adults and Children's services.

Despite the continued impact of the COVID-19 pandemic (including the Committee having not met since the September 2020 meeting) and the associated much changed and additional working arrangements that have been implemented across the Council, a report updating the Committee with the latest performance information available has been produced.

The report at Appendix 'A' gives the latest performance updates available against the agreed Corporate Strategy indicators. The report, where possible, provides quarter 2 and 3 2020/21 performance information and associated commentary on the current position against each indicator, including any related issues and required actions.

In addition, set out at Appendix 'B' is some further information relating to Adult and Children's services, to supplement that in the Corporate Strategy monitoring report, more specifically relating to work and performance levels during the pandemic.

Also included in Appendix 'B' is a summary list of reports that have been presented to other Committees, which give a taste of the impact of Covid-19 on the work being undertaken across the authority and in relation to particular services and activity.

Lancashire
County
Council

Appendix 'C' provides an overview of the Customer Access Service's role in supporting Lancashire County Council's response to the pandemic.

Recommendation

The Cabinet Committee on Performance Improvement is asked to:

(i) Note and comment on performance against the indicators set out in Appendix 'A'.

(ii) Note the information provided at Appendices 'B' and 'C'.

Background and Advice

Performance indicators, associated targets and other relevant annual performance reports were agreed by Cabinet on 6 February 2020, against the 5 objectives of the Corporate Strategy, following consultation and review with Internal Scrutiny and the Cabinet Committee on Performance Improvement.

Monitoring against these indicators, was agreed to form the content of future quarterly corporate performance monitoring reports to the Cabinet Committee on Performance Improvement.

The report at Appendix 'A' gives the latest performance updates available against the agreed Corporate Strategy indicators. The report, where possible, provides quarter 2 and 3 2020/21 performance information and associated commentary, on the current position against each indicator including any related issues and required actions.

Attention is drawn to the following key areas of performance:

Highlights of good performance includes:

Lancashire will be the place to live:

- Safety carriageway defects repaired within 20 working days (non-urgent repairs);
- Number of Traffic Management lamp-out faults are repaired within the 5 working days;
- Percentage of children and young people who received targeted early help support from Children and Families Wellbeing service which successfully met their identified needs;
- Percentage of children looked after who are actually living in Lancashire.

Lancashire will be the place to work:

- Number of e-downloads (via libraries);
- Percentage of young people in employment education or training;
- Percentage of young people in education or training - SEND pupils.

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

Lancashire will be the place to live:

- Safety carriageway defects repaired within 4 hours & 2 days (emergency);
- Number of Non-Traffic Management lamp-out faults repaired within 20 working days;
- Percentage of Health Checks undertaken.

Lancashire will be the place to work:

- Number of visits to libraries;
- Number of People's network (PNET) sessions in Libraries;
- Number of library events organised and attendance;
- Number of volunteers in Libraries;
- Percentage of adults with learning disabilities in employment;
- Number of Rosebud loans provided to new or existing businesses;
- Number of jobs created by Boost.

Lancashire will be the place where everyone acts responsibly:

- Number of working days per full time equivalent lost to sickness absence.

Appendix 'B' provides further information relating to Adult and Children's services, to supplement that in the Corporate Strategy monitoring report.

Also included in Appendix 'B' is a summary list of reports that have been presented to other Committees on the impact of COVID-19, and the work being undertaken across the authority in relation to particular services and activity.

In addition, Appendix 'C' provides an overview of the Customer Access Service's role in supporting Lancashire County Council's response to the pandemic.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

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

Local Government (Access to Information) Act 1985
List of Background Papers

Paper	Date	Contact/Tel

None

Reason for inclusion in Part II, if appropriate

N/A

Lancashire will be the place to live

Key for performance:

On track/good	Slightly below desired level	Requires improvement

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Quarter 1 (April – June)	2020/21 Quarter 2 (July – September)	Current Performance Quarter 3 (October - December)	2020/21 Target
Safety carriageway defects repaired within 4 hours (emergency)	Quarterly	Growth, Environment & Transport	High	92.63%	96.88%	92.50%	90.00%	95%
Safety carriageway defects repaired within 2 working days (urgent)	Quarterly	Growth, Environment & Transport	High	92.02%	84.82%	96.32%	88.18%	95%
Safety carriageway defects repaired within 5 working days (non-urgent)	Quarterly	Growth, Environment & Transport	High	86.06%	87.32%	91.81%	88.91%	90%
Safety carriageway defects repaired within 20 working days (non-urgent)	Quarterly	Growth, Environment & Transport	High	94.29%	98.57%	94.51%	93.34%	90%
No of Non-Traffic Management (NTM) lamp-out faults repaired within 5 working days	Quarterly	Growth, Environment & Transport	High	New quarterly measures starting from Q1 2020/21	81.95%	92%	90%	90% within 5 working days
No of Traffic Management (TM) lamp-out faults repaired within 20 working days	Quarterly	Growth, Environment & Transport	High	New quarterly measures starting from Q1 2020/21	100%	87%	84%	90% within 20 working days

1

Safety carriageway defects. There has been an increase in the number of defects and whilst the service anticipated this to be short term it has continued since Quarter 2 (Q2) With Covid-19 staff absences, the team has continuously worked with the supply chain to maximise resources to meet the increasing demand. The onset of colder and wetter weather in late November and into December and the shorter daylight hours always makes it more challenging to complete repairs. On investigating the performance figures it was also identified that a number of defects were not flowing through the system as they should and this is now resolved.

Street lighting fault repair. The street lighting indicators are seasonal in that Quarter 3 (Q3) traditionally returns the poorest performance mainly due to the ending of British Summer Time and the start of long dark nights which sees more faults reported in this period than any other. The onset of colder and wetter weather late November and into December and the shorter daylight hours always makes it more challenging to complete repairs with resources directed to dealing with severe weather and gritting duties.

Covid-19 has affected works delivery far more in Q3 than any other period this year and has resulted in a number of staff being absent. A new supply chain contract has now started that allows the service to bring in additional resource to supplement our staff when required.

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Quarter 1 (April –June)	2020/21 Quarter 2 (July – September)	Current Performance Quarter 3 (October - December)	2020/21 Target
Percentage of recycling, reuse and composted	Quarterly	Growth, Environment & Transport	High	45%	42%	43%	42%	50% (current national target)

Recycling. Doorstep collected recycling has increased by between five and fifteen percent. This has been matched by similar increases in non-recyclable waste. The percentage figures district by district and quarter by quarter vary considerably in what has been a very unpredictable year. Business waste collection has dropped off slightly and waste and recycling from Household Waste Recycling Centres (once they re-opened last summer) has now stabilised at around 75% of usual capacity. Less business waste being collected, with many residents working from home, also helps explain some of the doorstep collected waste increases. After some recycling streams were suspended early on in the pandemic, from the middle of Q2 onwards, all collection services were operating normally.

In terms of the processing of residual waste at Thornton and Leyland Waste Treatment Facilities, the plants remain operating at full capacity and with full transport functionality.

2

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Quarter 1 (April –June)	2020/21 Quarter 2 (July – September)	Current Performance Quarter 3 (October - December)	2020/21 Target
Percentage of children and young people who received targeted early help support from Children and Families Wellbeing service which successfully met their identified needs	Quarterly	Education and Children's Services	High	Q4 60% (3 month average)	Q1 60% (3 month average)	Q2 61% (3 month average)	Q3 68% (3 month average)	66%
Percentage of children looked after who are actually living in Lancashire	Quarterly	Education and Children's Services	High	80.9% Mar 2020	80.1% June 2020	81.6% Sept 2020	80.5% Dec 2020	80%

Children and Families Wellbeing Service. The percentage of children and young people who received targeted early help support from Children and Families Wellbeing (CFW) service which successfully met their identified needs has increased over Q2 and Q3 to 68% and is now on target.

The Children and Family Wellbeing service has adapted flexibly to support children and their families throughout the pandemic. Requests for support for service, including families de-escalated from children's social care and the multi-agency safeguarding hub (MASH) have increased in Q3 and were back to pre-national lockdown levels in October and November 2020. In the first half of the year, there was an increase in families becoming disengaged from support, however, in Q3 the combination of virtual and covid-safe physical support has improved engagement. Contact with families and children remain high due to the wide ranging platforms the service is using to keep in touch. The focus for Q4 will be to further investigate reasons why desired outcomes are not being achieved, and the analysis will be completed in partnership using themed audits of cases.

Looked after children actually living in Lancashire. Percentage of children looked after who are actually living in Lancashire (80.5%) is at a relatively high level and remains consistently above the 2020/21 target (80%).

3

Performance Indicator	Frequency	Directorate	Good is	2017/18 Outturn	2018/19 Outturn	2019/20 Outturn	2020/21 Target
Pupils Average Attainment 8 Score at KS4	Annual	Education and Children's Services	High	46.7 (2017/18)	46.7 (2018/19)	49.7 (2019/20)	47.7
SEND Pupils Average Attainment 8 Score at KS4	Annual	Education and Children's Services	High	31.8 (2017/18)	32.5 (2018/19)	36.5 (2019/20)	32

Key Stage 4 (KS4). Due to the Covid-19 pandemic, the summer exam series was cancelled in 2020. Pupils scheduled to sit GCSE and A/AS level exams in 2020 were awarded either a centre assessment grade (based on what the school or college believed the student would most likely have achieved had exams gone ahead) or their calculated grade using a model developed by Ofqual - whichever was the higher of the two.

The DfE advise to be cautious when comparing headline measures between years. Each of the pupil level attainment statistics have increased - more than would be expected in a typical year - between the 2018/19 and 2019/20 academic years. This reflects the change to the way GCSE grades were awarded rather than improvements in pupil performance. As a result the 2019/20 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance. The DfE have decided it is not appropriate to publish progress 8 indicator.

Recent data published by the Department for Education (DfE) for the period 2019/20 suggests pupils Average Attainment 8 Score at KS4 is 49.7. The Lancashire average remains lower compared to the national (50.2) and higher than the regional (49.0) state school averages. Lancashire is positioned in the 3rd quartile nationally against this indicator and ranked 74 of 150. The latest performance is well above the target set for 2020/21 (47.7).

The SEND pupils Average Attainment 8 Score at KS4 is 36.5. The Lancashire average is higher than the national (36.4) and regional (35.3) averages. Lancashire is positioned in the 2nd quartile nationally against this indicator and ranked 65 of all Local Authorities. The latest figure is above the target of 32 set for 2020/21.

Early years Foundation Stage and Key Stage 2. Assessments did not take place for the period 2019/10 hence the omission of performance updates under these areas.

School placements. The updated school offers placement DfE data is scheduled to be published in June 2021.

4

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Quarter 1 (April –June)	2020/21 Quarter 2 (July – September)	Current Performance Quarter 3 (October - December)	2020/21 Target
Percentage of health checks undertaken of quarterly target number offered	Quarterly	Adults Services and Health and Wellbeing	High	59.7% Uptake (Full year position 42,009 of 70,410	N/A	N/A	N/A	75%
Percentage of health checks undertaken of all offered (year to date)	Quarterly	Adults Services and Health and Wellbeing	High	37.0% Uptake (42,009 of 113,617)	N/A	N/A	N/A	58% uptake of all offered Health checks

Health Checks. Delivery is mainly through GP practices in primary care, with a small amount of provision from other commissioned services in workplaces and in community settings.

The health check has to be delivered in a face to face situation, and as such has been adversely affected by the Covid-19 pandemic. GP surgeries generally prioritised other activity and it became very difficult to deliver health checks in a Covid-safe way. Similarly the general population tended to avoid GP surgeries for all but essential visits.

The national picture is that the programme is suspended, and PHE have directed that no results are to be reported.

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Quarter 1 (April –June)	2020/21 Quarter 2 (July –September)	Current Performance Quarter 3 (October - December)	2020/21 Target
Percentage of adults and older people whose desired safeguarding outcomes are fully met	Quarterly	Adults Services and Health and Wellbeing	High	63.0%	62.6%	61.1%	64.3%	70.3%
Percentage of Care homes in Lancashire rated as Good or Outstanding – all Care Home provision (LCC and non-LCC maintained)	Quarterly	Adults Services and Health and Wellbeing	High	84.8%	84.5%	84.5%	84.1%	83.5%
Percentage care providers in the community rated as Good or Outstanding - all Community Based provision (LCC and non-LCC maintained)	Quarterly	Adults Services and Health and Wellbeing	High	94.2%	94.5%	95.8%	96.2%	96%

Safeguarding outcomes. There has been an improved position in the proportion of people whose have indicated that their safeguarding outcomes were fully met, with the 2020/21 performance rising to 64.03% at Q3. This is still below the desired target, but is higher than the 2019/20 outturn. Taking into account those who have indicated that their safeguarding outcomes have been partially achieved, this increases to the value to over 96%. Data capture processes have been amended in the year, this is being explored to establish the impact it has had on reporting.

6

Quality of care homes. The proportion of care homes across Lancashire rated as good or outstanding continues to be better than national performance. Twenty one of the twenty four (88%) Lancashire County Council maintained care homes are rated as 'Outstanding' or 'Good'. The three that are currently not CQC validated at operating at this level are Castleford, Dolphinlee, and Woodlands. Inspections of care homes have significantly decreased across the Country following the Covid-19 pandemic, with only 51 inspections being published throughout Lancashire between April 2020–December 2020 (compared to 135 in the same period in 2019), of which only 1 was LCC maintained. This was Cravenside that improved from 'requires improvement' to 'Good'.

Quality of community service providers. The proportion of community care providers rated as good or outstanding across Lancashire remains better than national performance. All 9 (100%) of Lancashire County Council maintained community care providers are rated as 'Outstanding' or 'Good'. Inspections of community providers have significantly decreased across the Country following the Covid-19 pandemic, with only 10 inspections being published throughout Lancashire between April 2020–December 2020, of which only 1 was LCC maintained.

Lancashire will be the place to work

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Quarter 1 (April –June)	2020/21 Quarter 2 (July – September)	Current Performance Quarter 3 (October - December) – with cumulative figures shown in brackets	2020/21 Target
Number of visits to libraries (annual cumulative indicator)	Quarterly	Education and Children's Services	High	3,486,877 (2019/20)	3,977	144,258	220,325 (368,560)	4,000,000
Number of PNET sessions (annual cumulative indicator)	Quarterly	Education and Children's Services	High	504,007 (2019/20)	3,536	10,780	25,322 (39,638)	621,000
Number of library events organised and attendance (annual cumulative indicator)	Quarterly	Education and Children's Services	High	11,718 (2019/20)	0	116	74 (190)	8,400

7

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Quarter 1 (April –June)	2020/21 Quarter 2 (July –September)	Current Performance Quarter 3 (October - December) – with cumulative figures shown in brackets	2020/21 Target
Number of e-downloads(annual cumulative indicator)	Quarterly	Education and Children's Services	High	353,007 (2019/20)	187,270	221,952	236,849 (646,071)	293,908
Number of volunteers in Libraries (annual cumulative indicator)	Quarterly	Education and Children's Services	High	677 (2019/20)	0	151	118 (269)	600

Use of Libraries. By October, all but two static library sites and four mobiles had reopened, though with some Covid safety restrictions and minor reduction in opening hours and no in-library events or activities being organised. This situation continued during the Tier 3 restriction period starting 17/10/2020. But the service was limited to pre-ordered and click and collect loans, returns at the door and essential People's Network (PNET) use only, during lockdown 2 (05/11/2020 to 02/12/2020). The County reverted to Tier 3 restrictions on 02/12/2020, as did the libraries, but Tier 4 (national) restrictions implemented later in December, saw them revert to limited "lockdown" services again.

People's network (PNET) sessions. PNET sessions were available at all open library sites from the start of Q3, subject to Covid safe regulations, meaning significantly fewer terminals being available to ensure distancing and shorter sessions, as cleaning time was required between customers. However during Lockdown and Tier 4 restriction periods only users with pre-booked "essential" computer sessions were permitted in libraries.

Library events. Despite no in-library events or activities being organised, a range of online events and competitions was arranged over Q3; including adult's and children's book clubs, themed virtual Lego building, Children's Book of the Year Presentations, Author interviews, Local Arts videos and quizzes.

e-downloads. Since restrictions due to Coronovirus measures were first announced, the eBook service has seen significant increase in registered members and usage - this coupled with new formats - eMagazines, eNewspapers and eComics - being made available has seen a major increase in usage.

Volunteers in libraries. Q3 saw some volunteer operated services running, with 64 volunteers on Home Library Service deliveries, 19 carrying out Home Library Service – i.e. library services to housebound clients - telephone befriending roles and 22 volunteering from home on Red Rose Digitisation roles. Also 13 Culture Hack volunteers attended online events organised for them which should help develop further online activities for younger people as time goes on.

8

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Quarter 1 (April –June)	2020/21 Quarter 2 (July – September)	Current Performance Quarter 3 (October - December)	2020/21 Target
Percentage of young people in employment education or training (EET)	Quarterly	Education and Children's Services	High	93% (Dec 2019 – Feb 20 average)	93.2% (June 2020)	-	93.2% (Dec 2020)	94.7% (Dec 2020-Feb 2021 average)
Percentage of young people in education or training (EET) SEND pupils	Annual	Education and Children's Services	High	88.1% (Dec 2019 – Feb 20 average)	89.3% (June 2020)	-	89.6% (Dec 2020)	86%

Employment Education or Training (EET) – Our continued focus on this area of work and renewed relationships with our secondary schools and post 16 providers has had a positive impact on the EET figures in Lancashire. There have been significant improvements in the number of 16/17 year olds in EET. In December 2020 93.2% of total 16/17 year olds were EET compared with 91.9% in December 2019. The SEND pupil's cohort is also improving, in December 2020 89.6% were in EET compared with 87.9% in December 2019.

For young people (aged 16 and 17) who have special educational needs (SEND) and have an education, health and care plan (EHCP)), 90.7% (828 young people) were in EET at December 2020 compared to 88.8% (807) in December 2019. For young people aged 16 and 17 for whom Lancashire County Council (LCC) is their corporate parent, 80.2% (239 young people) are in EET in December 2020 compared to 72.3% (201) in December 2019

The notable improvements in the EET figures are naturally reflected in the Not in Education Employment and Training (NEET) and not known figures. As at December 2020, the NEET and not known figures are as follows:

• All 16 and 17yr olds in Lancashire: NEET is 2.2% (597 young people), compared to 2.5% (639 young people) in December 2019 and not knowns are 4.6% (1,218 young people), compared to 5.6% (1,434 young people) in December 2019

• Young people with an EHCP: NEET is 7.0% (64 young people), compared to 9.2% (84 young people) in December 2019 and not knowns are 2.2% (20 young people), compared to 1.9% (17 young people) in December 2019

• Young people for whom LCC is their corporate parent: NEET is 18.5% (55 young people), compared to 25.5% (71 young people) in December 2019 and not knowns are 1.0% (three young people), compared to 0.7% (two young people) in December 2019

9

A range of actions continue to be undertaken by a dedicated team to improve the NEET and not known position and to ensure LCC is meeting the statutory duties for this area of work. The team continues to engage with other teams internally and are looking at how they can better share data with the Inclusion Service around young people with SEND or with an EHCP. Further work needs to be done in relation to how to track young people for whom there is no contact details.

Exclusions. The updated Exclusions DfE data is scheduled to be published in July 2021.

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Quarter 1 (April –June)	2020/21 Quarter 2 (July – September)	Current Performance Quarter 3 (October - December)	2020/21 Target
Percentage of adults with learning disabilities in employment	Quarterly	Adults Services and Health and Wellbeing	High	2.02%	1.99%	2.05%	2.10%	3.1%

Adults with learning disabilities in employment – Although the proportion of adults with learning disabilities in employment has risen since 2018/19 through to 2019/20 and continuing to do so in to 2020/21 this is still considerably under target and under the national benchmark of 5.6%. The Internal deployment of staff and identifying elements of the council workforce with capacity during the Covid-19 pandemic have impacted on the number of adults with learning disabilities being able to be introduced to a working environment.

10

Lancashire will be the place to prosper

Performance Indicator	Frequency	Directorate	Good is	2019/20 Quarter 4	2020/21 Quarter 1 (April –June)	2020/21 Quarter 2 (July –September)	Current Performance Quarter 3 (October - December)	2020/21 Target
Number of Rosebud loans provided to new or existing businesses	Quarterly	Growth, Environment & Transport	On target	£1,581,000 - 9 Investments	£310,000- 2 investments	£82,000-1 investment	£300,000- 1 investment	5 year target is £11.25m covering 150 investments (July 2019 - June 2024)
Number of jobs created by Boost	Quarterly	Growth, Environment & Transport	On target	242.22- Target 110	12.33 - Target 143	89.11- Target 110	80.93- Target 100	1,000 jobs target (Jan 2019 - Dec 2022)
New businesses established by Boost	Quarterly	Growth, Environment & Transport	On target	25 new businesses- Target 25	3 new businesses- Target 15	8 new businesses- Target 20	26 new businesses- Target 20	200 new businesses Jan 2019 - Dec 2022

Rosebud - Rosebud completed 1 investment at £300k for the quarter Oct-Dec 2020, falling £262.5k short of profile, and overall for this year to date £382k has been invested against £1.125m target. Investment in the alternative finance market is very challenging due to government support during the pandemic stretching to loans with much favourable terms provided by banks and main stream lenders which Rosebud cannot compete against on price, fees and overall terms but more so risk appetite. The loans provided by government are backed and require no individual guarantees therefore off-setting risk for the borrower and lender. To date government loans have been taken up by nearly 70% of the overall Lancashire Small and Medium Enterprises (SME) pool. The pressing focus for Rosebud is on securing existing investment portfolio worth £4.5m rather than make new investments which could come with a high level of risk given the increasing demand for survival funding sought by many SMEs.

11

Boost – The Covid-19 pandemic triggered the sharpest economic contraction on record earlier this year as nationwide restrictions were brought in to try to contain the virus. Although the volume of business engagements have increased, 'immediate' needs take priority over 'long term goals' for some businesses, resulting in bursts of shorter interventions, and therefore not completing on a longer intervention (12 hours of advisor engagement with a client).

Similarly, interventions are now focussed on business resilience and survival so employment and job creation outputs as a result of Boost interventions have fallen.

We have created additional flexibility regarding the categories of businesses that service providers can now engage with, we are hoping that the shortfall in the number of small business supported via boost can be addressed by June 2021 (subject to market constraints). Delivery models have been adjusted to adopt to the challenges / changes faced by businesses, so that pre Covid targets can still be achieved.

Our #BoostYourRecovery campaign was launched in June 2020 to help Lancashire enterprises reset and plan their return from lockdown. Our #AskForHelp campaign, launched on day one of the lockdown, has assisted more than 7000 Lancashire businesses (however this does not translate into the number of small businesses supported. Essentially as a direct result of Covid smaller interventions are being made with business based on immediate need rather long-term ambition, this will be picked up when the timings and confidence return to businesses.

Boost has started delivering Peer Networks programme for Lancashire. Peer Networks is a national peer-to-peer networking programme for SME leaders that want to grow and develop their organisation for future success. Delivered locally by Boost, we are creating diverse cohort groups of individuals to collaboratively work through common business issues.

Boost Recovery Grants - Under the umbrella of the Boost European Regional Development Fund project the Business Growth and Innovation service set up from scratch and implemented a small capital grants programme to support Lancashire SMEs in their response to the impact of Covid 19. This involved the review of over 1,000 Expressions of Interest and the issuing of 500+ Application Forms to eligible businesses in the county council, Blackburn and Blackpool areas. This was in addition to the planned work priorities of the service.

As of the end of December 2020 £29,773 of grants had been paid with a further £700,000 forecast to be paid to the businesses by the end of March 2021. The total figure paid out will increase in the first quarter of 20/21.

Demand has been high with significant numbers requesting revenue/cash flow support which is something the grants programme is unable to support due to funding restrictions.

Performance Indicator	Frequency	Directorate	Current Performance
Sustainable transport and travel	Annual	Growth, Environment & Transport	Annual Report – schedule to be confirmed

12

Lancashire will be the place to visit

Performance Indicator	Frequency	Directorate	Current Performance
Number of visitors to Lancashire	Annual	Growth, Environment and Transport	Targets being reviewed as part of a new tourism growth strategy. Annual Report – scheduled to be confirmed.
The economic impact of visitors to Lancashire	Annual	Growth, Environment and Transport	
Full Time Equivalent jobs supported by the visitor economy	Annual	Growth, Environment and Transport	

Lancashire will be the place where everyone acts responsibly

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Quarter 1 (April – June)	2020/21 Quarter 2 (July –September)	Current Performance Quarter 3 (October - December)	2020/21 Target
Improving our population's health and wellbeing	Annual	Adults Services and Health and Wellbeing	Annual Report – report scheduled for a future CCPI meeting (to be confirmed).					
Percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Quarterly	Adults Services and Health and Wellbeing	High	84.3%	84.4%	84.8%	84.4%	87.4%
Proportion of adults with learning disabilities who live in their own home	Quarterly	Adults Services and Health and Wellbeing	High	82.1%	81.6%	79.6%	79.9%	86%
Proportion of adults and older people receiving long term services who are supported in the community	Quarterly	Adults Services and Health and Wellbeing	High	69.7%	71.4%	72.1%	72.1%	72%

14

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Quarter 1 (April – June)	2020/21 Quarter 2 (July –September)	Current Performance Quarter 3 (October - December)	2020/21 Target
Permanent admissions to residential and nursing care homes per 100,000 population aged 18-64 during the year	Quarterly	Adults Services and Health and Wellbeing	Low	15.2	13.8	13.6	12.02	13.6
Permanent admissions to residential and nursing care homes per 100,000 population aged 65+ during the year	Quarterly	Adults Services and Health and Wellbeing	Low	672.6	565.6	500.3	453.3	600-680

Percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. The number of citizens who are still at home 91 days after discharge is currently at 84.4%, although this is still below the identified target, this has stayed consistent over the past couple of years, and is performing above the national average of 82.0%.

Proportion of adults with learning disabilities who live in their own home – Although current performance is above the national average of 77.3%, there is a continued downward trend, and is currently 6% below the planned target for 2020/21.

Proportion of adults and older people receiving long term services who are supported in the community – Performance continues to steadily improve in the 2020/21 year, and is now higher than what it has been over the past 3 years, and is also over achieving the identified target of 72%.

15

Permanent admissions to residential and nursing care homes per 100,000 population aged 18-64 during the year – The trend has continued to reduce and at 12.02, this is significantly improved our position and places below the planned target of 13.6, and the current England average of 14.6. This needs to be monitored to understand the impact that the Covid-19 pandemic has on this performance measure.

Permanent admissions to residential and nursing care homes per 100,000 population aged 65+ during the year –
The current 2020/21 position shows a significant improvement in performance, which has been improving throughout the year since 2019/20. We are now reporting below the England average of 584, and significantly under the planned target of 600-680. Performance has benefited from the 'Passport to Independence' practice improvements and focussed service challenge initiatives which are expected to continue to improve performance. Again this measure will be affected by the Covid-19 impact on nursing and care homes admissions.

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Quarter 1 (April –June)	2020/21 Quarter 2 (July –September)	Current Performance Quarter 3 (October - December)	2020/21 Target
Number of working days per full time equivalent lost to sickness absence	Quarterly	Chief Executive and Director of Resources	Low	Apr 2019 to March 2019 12.39 days per FTE	July 2019 to June 2020 12.21 days per FTE	Aug 2019 to September 2020 12.03 days per FTE	Jan to December 2020 11.48 days per FTE	9.83 days per FTE
Revenue forecast outturn % variance to budget	Quarterly	Chief Executive and Director of Resources	Low	0.22%	0.44%	-0.24%	-0.94%	0
Proportion of budget supported by reserves	Annual	Chief Executive and Director of Resource	Annual Statement – schedule to be confirmed					

Progress on the apprenticeship levy	Annual	Chief Executive and Director of Resources	Annual Report – schedule to be confirmed
Audit report	Annual	Chief Executive and Director of Resources	Annual Statement – schedule to be confirmed
Progress on organisational development	Annual	Chief Executive and Director of Resources	Annual Report – schedule to be confirmed

Revenue forecast outturn % variance to budget. It should be noted that the volatility being presented by the financial impact of the current emergency is likely to influence this metric significantly.

Sickness absence - We have observed a continual decline in sickness absence for seven months in a row, down to 11.48 for the period January to December 2020. Data indicates that there has been a reduction in the number of days lost for both long term and short term absences, with a more noticeable decline in short term, which includes absences due to coughs, colds etc. Mental Health related absence remains the top cause of absence and accounts for 38.94% of days lost which is a slight increase. Our data also demonstrates that Covid 19 absence accounts for 7.41% of days lost. We have also observed an increase in the number of individual cases of long term absence and this is attributed to delays in medical appointments, operations etc. due to Covid 19. This increase in long term cases can predominantly be seen in three distinct service areas which are directly affected by the Covid19 pandemic. We are directing our resource to these service areas to offer more targeted support with managing their long term absence cases.

17

Additional information more specifically relating to work and performance levels during the pandemic.

Adults Social Care

Hospital Discharge

Overview and Lancashire & South Cumbria Project

Shortly after the start of the pandemic, a new National Hospital Discharge Operating Policy was introduced which placed a firm emphasis on people only remaining in hospital if they have a defined clinical need to do so. Everyone else not meeting the agreed 'criteria to reside' must be urgently discharged. Initially the discharge window was 2 - 4 hours, and following the learning during the first 6 months this was revised to reflect some of the challenges in preparing people for and facilitating discharge. So, from the 1st September 2020 the desired discharge timescale was within the same day.

The new policy sets out changes in roles and functions of various staff and organisations involved in the discharge process including hospitals, upper tier councils and social care providers. People are now no longer assessed whilst in hospital but are discharged onto 'discharge to assess/recover pathways' ranging from home with no support right up to 24hr care in a Care Home. The clear aim is to achieve 95% of people returning directly home and the policy is underpinned by a national Discharge Support Fund of £588m, which ends on the 31st March 2021.

LCC in partnership with the NHS locally already had a range of intermediate care services in place. These include the 'Home First' service which provides immediate care support for people who need it in their own home for up to 5 days, enabling them to recover from their hospital stay before having a fuller assessment to determine the most appropriate onward service to meet their needs. For many people the initial support is enough to help them recover to be able to manage independently again, some people need short term support for example from the Reablement service and a smaller number of people will need longer term homecare support.

In Lancashire & South Cumbria, whilst the implementation of the national Hospital Discharge Policy was undertaken across all the hospitals at significant pace to meet the requirements and ensure rapid discharges could take place, this resulted in a lack of consistent processes and agreements across the Integrated Care System (ICS). This is now being picked up through an ICS Hospital Discharge project which aims to bring a level of consistent practice across the ICS underpinned by a Lancashire & South Cumbria standard operating procedure that aligns to the national policy. This work will ensure that there is a consistent process and service offer to all ICS residents, no matter which hospital the person is discharged from. The project is jointly led by the County Council and the NHS on behalf of all ICS partners, and is supported by a Hospital Discharge Executive group with the executive leads from each Integrated Care Partnership (ICP), project officers from the Midland and Lancashire Commissioning Support Unit, an ICS operational group plus ICP steering groups to ensure local implementation and delivery of the ICS operating process.

1

Some of the key achievements of the ICS project so far include:

- An agreed set of discharge principles that place the person at the centre of the process
- The establishment of the ICS Executive group and the ICP steering groups to ensure consistent implementation
- Bespoke Emergency Care Improvement Support Team (ECIST)/LGA facilitated workshops for Therapy staff, Social Care staff and a data interpretation session
- The development of Designated Settings for people who need 24/7 support, are COVID positive and needing to leave hospital
- Agreed set of discharge pathway definitions that will bring consistency of discharge options and reporting across the ICS

Lancashire County Council Performance

In responding to the new national policy, the LCC Hospital Discharge teams moved quickly to base themselves into the community to be able to undertake the majority of assessments there rather than on hospital wards, after people have been discharged. Some assessments such as Mental Capacity Assessments, Best Interests Decisions and some safeguarding work still needs to be undertaken by social workers with people whilst they are in hospital, but in the main our hospital discharge staff now undertake assessments with people in their own home, a rehabilitation unit or in a CQC registered care home.

Initial challenges included undertaking many assessments with people remotely, with the aim of reducing transmission of the virus. Creative ways to conduct assessments have been used including use of video calls. The role of care home providers in particular has become even more critical in supporting people to be assessed and to participate in their assessment through digital technology.

An additional challenge was that in the first few months of the pandemic and the national need to free up hospital beds quickly, we saw more people being transferred into care homes. Work has been underway across the second half of the year to assess all of those people and understand their ongoing needs, and where their needs can be met at home this has been facilitated. At times, there have been significant challenges in finding care home placements for people who need them on discharge when there's been reduced care home capacity due to COVID outbreaks or where people's needs have been very complex and more difficult to support.

The work through the pandemic whilst it has been hugely challenging, has also enabled improved collaborative working with the NHS, and through having to find more creative ways to work closely together to best meet people's need when being discharged from hospital this has seen communication and relationships strengthened. Adult Social Care has also continued to develop and implement new ways of working, bringing together social care teams to further improve our response and meet the demands of 2 hour and same day discharges. During the pandemic we have rolled out our Intermediate Care Allocation Teams (ICAT) into Fylde and Wyre and West Lancashire so that we now have these in place across the county. The teams have made greater use of services such as reablement, AgeUK 'Take Home and Settle' and crisis support and

2

have also forged closer relationships with district councils in supporting people who are homeless or have other housing needs and need to be discharged.

The hospital discharge work has remained high across the last 10 months, and the social care teams have worked hard with their NHS colleagues to increase the number of people able to return directly home through Home First. Overall, the teams have been involved with 10,364 discharges since 1st March 2020 – 11th February 2021. At the same time, we have seen discharge delays significantly reduce meaning that many more people have been able to be discharged as soon as possible after they no longer have a clinical need to stay there.

The graph below shows the increase in 'Home First' referrals (Nb doesn't include East Lancashire data as not available when graph produced):
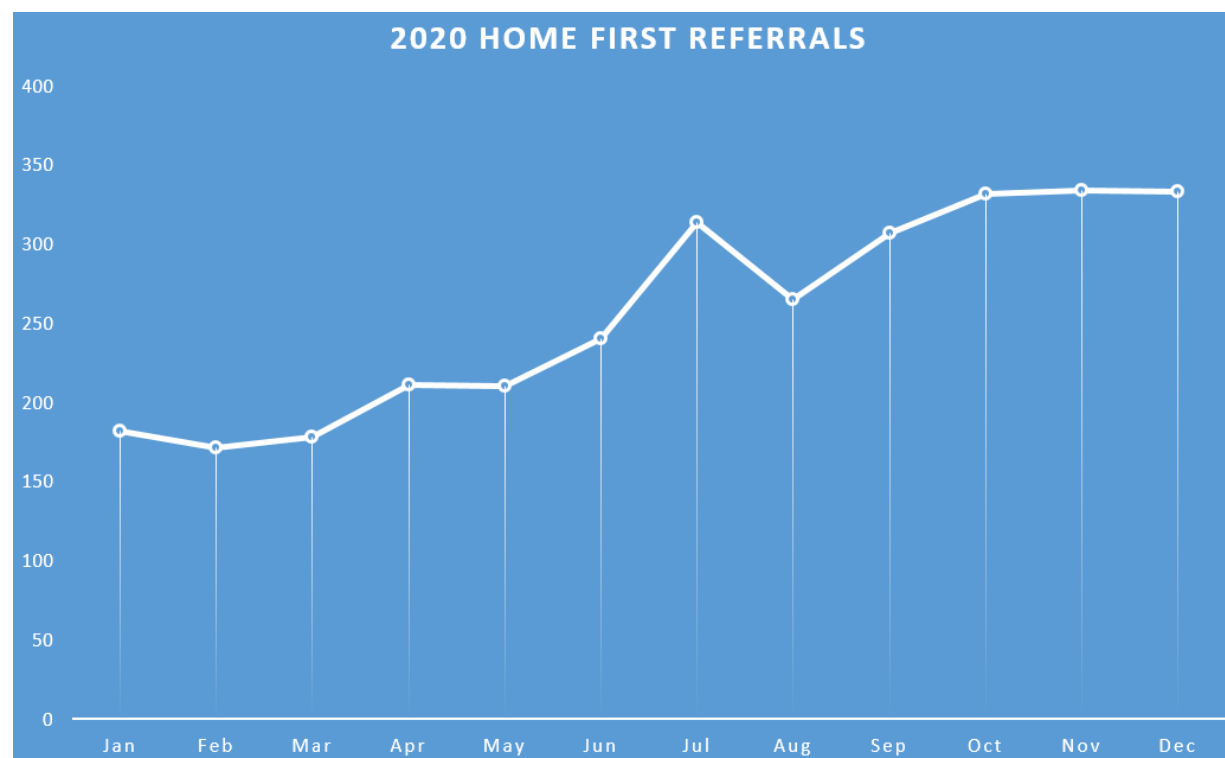
The most common outcomes for people once their needs are assessed after coming home via 'Home First' are: 40% with reablement and 23% had no care required.

3

Designated Settings

The national Adult Social Care Plan published in September 2020 set out the requirement for designated beds in care homes to enable the discharge from hospital of people who are COVID positive and need a care home placement. Designated settings have to meet a defined set of requirements including a separate unit, a separate set of staff and enhanced infection control measures. People are discharged into a designated setting to complete the necessary 14-day isolation before returning to their existing care home or transferring to a discharge to assess care home bed. These interim beds help avoid the transmission of the virus in care homes following discharge from hospital.

LCC in partnership with the NHS, CQC and care home providers have opened up 58 designated beds across Lancashire. Whilst the beds continue to be an important service to support hospital discharge of people who are COVID positive, the usage of the beds has remained steady but lower than anticipated.

Data from commencement of first designated setting on 26th November 2020 to 11th February 2021:

Mapleford	Oaklands
No. Admissions: 35 (31 LCC)	**No. Admissions**: 19 (14 LCC)
Avg Length of Stay: 11 days	**Avg Length of Stay**: 11 days
Swansea Terrace	Manse
No. Admissions: 22 (22 LCC)	**No. Admissions**: 9 (7 LCC)
Avg Length of Stay: 10 days	**Avg Length of Stay**: 8 days
Courtfield	OVERALL
No. Admissions: 5 (4 LCC)	**Total Admissions:** 90
Avg Length of Stay: 9 days	**Total Discharges:** 72
	Average Length of Stay: 9.8 days

4

Following discharge from a designated setting, the onward destinations for people are:
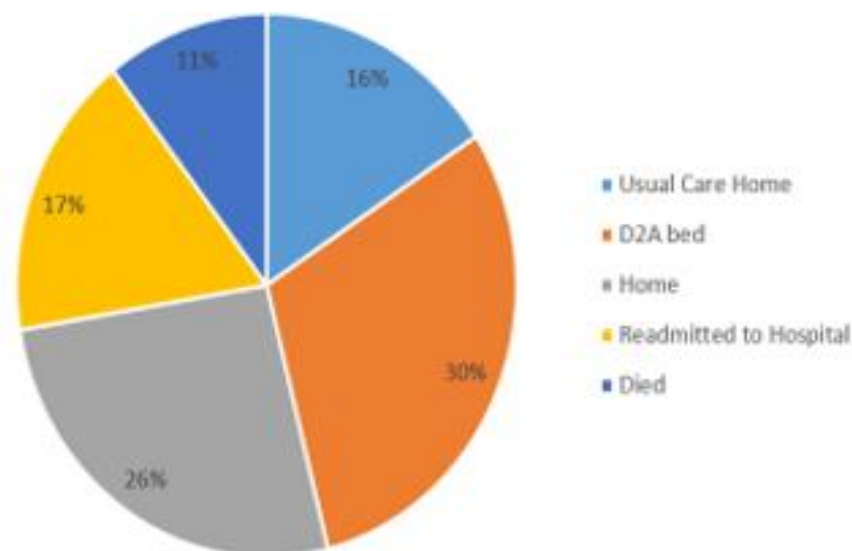
Winter

This year, winter planning required Adult Social Care to take account not just of typical winter pressures, but also the added challenges that were evident across the social care sector from the first wave of the COVID-19 pandemic, alongside ensuring readiness for further waves and spikes. Combined with those challenges, the NHS has also been restoring services that had been paused through the first 6 months of the pandemic which has an impact on social care demand. Ensuring the stability of the social care market and sufficiency of care is of paramount importance and was a critical part of this winter plan.

Although there have been a number of challenges across winter, many elements of our winter plan have been successfully implemented and have supported us to meet people's needs though the last few months whether that's been through discharging more people more quickly from hospital, or enabling them to remain in their own home.

An additional 1800 crisis hours have been implemented each week, including 'Crisis Plus' hours which are available to support people 24/7 for up to 7 days in their own home which supports people who may have previously needed to go into a care home for a short period of time. Additional reablement hours have been provided to ensure that there is capacity in the service to enable people to move on from Crisis and

5

'Home First' hours, supporting continuous flow out of the hospitals as well as avoiding unnecessary admissions. Significant work has continued across the winter months in supporting the care market, particularly the care homes, through the challenges of COVID outbreaks and staffing shortages due to illness and the need to isolate.

Staffing recruitment has been a challenge, both for qualified social workers and occupational therapists in the council and for care staff across the providers. This has however improved in recent weeks. The fact that hospital discharge delays have remained significantly lower than previous winters, and people are not waiting for urgent support in their own homes demonstrates the success of our winter plan, despite some of the challenges of sustained high levels of COVID-19 across Lancashire, continuing incidents of COVID outbreaks across the care market and staff recruitment.

Summary of Winter Plan Implementation

- 1800 hours per week implemented across Home First and Crisis hours
- £795,600 invested over a 6 month period
- 60 winter posts, with 18 (30%) filled (as at 11th February, 2021)
- Recruitment activity has included social media advertising, job sites such as Indeed and Greater Jobs, press releases, engagement with universities. This work is continuing.
- It has been difficult to recruit to social worker and occupational therapy posts across the county
- Reasons for recruitment difficulties include: fixed term contracts, need for job security, uncertain times leading to individuals remaining in current jobs, professional qualifications required.

Lancashire Temporary Staffing Agency (LTSA) 'Join our care team in Lancashire' recruitment

In April 2020, faced with the pandemic and its implications on frontline care staff, the Human Resources Service set up an internal staffing agency – Lancashire Temporary Staffing Agency (LTSA). This has successfully built capacity for care workers, easing the burden on care providers' management teams to ensure they can focus on increasingly demanding frontline activities.

The initial recruitment campaign was focussed on meeting demand for residential care roles. This campaign received 1454 expressions of interest, 738 of those received within the first two weeks.

The LTSA currently has 160 carers on their books and has 64 active assignments in place in 32 residential care homes for older people (16 LCC and 16 private providers).

6

Built at speed, the LTSA and the recruitment campaign was launched with the help of corporate communications colleagues and, in order to support the LTSA, staff from other services that had been stood down as a result of the pandemic were deployed.

Initially, the LTSA conducted telephone interviews with candidates. However, after receiving feedback that this process was too time-consuming and not getting carers on the ground quickly enough, interviews were stopped and instead the LTSA now deploy candidates into care homes on a paid work-shadowing basis, whilst pre-employment/safeguarding checks were completed. Candidates complete paid online training throughout this shadowing period. Although not all candidates have completed full DBS checks in place before entering a home, they are accompanied by an experienced carer throughout their shadowing placement, therefore eliminating safeguarding risk.

Initially, LCC-run care homes assisted the LTSA with the provision of work-shadowing opportunities for new recruits, and as the programme went from strength to strength, LTSA gained the support of private care providers in this process too.

Once candidates are trained and cleared, they are put into the LTSA pool and deployed to care homes as needed. In practice, many candidates remain working in the homes where they underwent work-shadowing, but are sometimes deployed elsewhere following demand, whilst adhering to infection control requirements.

The care capacity tracker, where a team of LCC staff call providers on a daily basis to assess capacity, is used to alert the LTSA when a provider may need support.

Following the success of this initial recruitment campaign, the LTSA has used the same model to recruit for cleaners and caterers within care homes, drivers and passenger assistants, and staff for the community testing programme. Each recruitment campaign is tailored to the skillset required.

7

Children's Social Care

Performance Indicator	Frequency	Directorate	Good is	2019/20 Performance	Q1	Q2	Latest Performance	Getting to Good Target
Percentage of assessments completed during the year which took over 45 days	Monthly	Education and Children's Services	High	88.4%	94.8% (June 2020)	92.6% (Sept 2020)	92.5% (Dec 2020)	90%
Number and rate (per 10k) of children with a child protection plan	Monthly	Education and Children's Services	-	836/33.5 (Mar 2020)	809/32.4 (June 2020)	777/31.0 (Sept 2020)	678/27.0 (Dec 2020)	-
Percentage of children with a repeat child protection plan over last 12 months	Monthly	Education and Children's Services	Low	7.0% (Mar 2020)	7.0% (June 2020)	7.1% (Sept 2020)	5.7% (Dec 2020)	7%
Percentage of child protection plan visits up to date	Monthly	Education and Children's Services	High	89% (Mar 2020)	92% (June 2020)	87% (Sept 2020)	84% (Dec 2020)	90%
Rate of Children Looked After (CLA) number/per 10,000	Monthly	Education and Children's Services	-	2,095/83.9 (Mar 2020)	2,118/84.8 (June 2020)	2,131/84.9 (Sept 2020)	2,106/83.9 (Dec 2020)	-
Percentage of CLA up to date health assessments	Monthly	Education and Children's Services	High	80% (Mar 2020)	90.5% (June 2020)	87.5% (Sept 2020)	91.9% (Dec 2020)	90%
Percentage of CLA up to date dental assessments	Monthly	Education and Children's Services	High	69.9% (Mar 2020)	79.2% (June 2020)	68.9% (Sept 2020)	51% (Dec 2020)	90%

8

Percentage of CLA up to date visits	Monthly	Education and Children's Services	High	91.9% (Mar 2020)	94% (June 2020)	92.7% (Sept 2020)	90.9% (Dec 2020)	90%

Children's Social Care Highlights. Despite the ongoing pandemic pressures, the performance of the majority of Children's social care headline indicators remain stable and above target. The proportion of assessments completed in time remains consistently above target and above all comparator averages (England 82.7% and North West 83.7%). The number and rate of Child Protection Plans (CPP) continue to decrease significantly with children only being made subject to a plan or remaining on a plan where absolutely necessary. The repeat CPP rate has reduced to 5.7%, the lowest rate seen since July 2018 (5.6%). The Children Looked after (CLA) rate remained stable throughout the year with up to date visits remaining high and above target throughout the year.

The proportion of CP visits up to date has reduced over the last few months of 2020 to 84% at the end of December, however more recent data from the end of January 2021 suggests an improvement to 94%. Although the proportion of CLA with an up to date health assessments has remained relatively stable and on target during the pandemic the proportion of CLA with an up to date dental assessments has dropped significantly through the second half of 2020, to 51% at the end of December 2020. This trend is mirrored in other Local Authorities and is mainly due to the impact of the pandemic on the availability of dental clinics and the work of dentists.

9

Committees Reports available on work being undertaken across the authority in relation to COVID-19.

Internal Scrutiny:

- Redefining Lancashire – Our approach to recovery – 10 July 2020
  https://council.lancashire.gov.uk/ieDecisionDetails.aspx?ID=18836
- Highways Service Covid-19 Response – 10 July 2020 https://council.lancashire.gov.uk/ieDecisionDetails.aspx?ID=18837
- Lancashire's Response to Covid-19 – 11 September 2020
  https://council.lancashire.gov.uk/ieDecisionDetails.aspx?ID=18838
- Update – Lancashire's Response to Covid-19 – 22 January 2021
  https://council.lancashire.gov.uk/ieListDocuments.aspx?CId=120&MId=10401
  (Presentation at item 4)

External:

- Universal Credit and the Pandemic – LCC Welfare Rights Service – 17 November 2020
   https://council.lancashire.gov.uk/ieDecisionDetails.aspx?ID=18734

Health Scrutiny:

- NHS Test and Trace and Mass Testing – 15 December 2020
  https://council.lancashire.gov.uk/ieDecisionDetails.aspx?ID=18705

Education & Children's Services Scrutiny

- Preparing for an Increase in Demand for Children's Social Care – 14 October 2020
  https://council.lancashire.gov.uk/ieDecisionDetails.aspx?ID=18840
- Emotional Wellbeing and Mental Health of Children and Young People – 16 December 2020
  https://council.lancashire.gov.uk/ieDecisionDetails.aspx?ID=18842

Education Scrutiny (former committee – now part of Education & Children's Services Scrutiny – see above):

- Response to Covid-19 pandemic in Lancashire – 7 July 2020
  https://council.lancashire.gov.uk/ieDecisionDetails.aspx?ID=18834

Customer Access Service

Cabinet Committee on Performance Improvement Report

SUPPORTING THE COVID RESPONSE

Appendix 'C'

Version:	v 0.1
Date:	08/02/2021
Owner(s):	Sarah Jenkins
Author(s):	Terry White

www.lancashire.gov.uk

Lancashire
County
Council

Table of Contents

1 Background

1.1 The Customer Access Service (CAS) is the first point of contact for approximately 30 council services, handling of over **1 million annual contacts** across a range of channels. In addition, the service manages the administration of revenues and benefits for West Lancashire Borough Council and processes over **30,000 Blue Badge and Crisis Support** applications each year.

1.2 **In addition** to maintaining our business as usual service, a key aim during the pandemic was to ensure we supported both **internal and external** services in responding to the crisis and proactively **assisting the citizens of Lancashire** in accessing whatever help and support they needed.

1.3 This report looks at the **projects and initiatives** that CAS have contributed towards since April 2020 and how those contributions have helped Lancashire's response to the pandemic.

2   Supporting the Covid Response

2.1   Having a chat

In order to fully support our customers we immediately introduced an extension to our service to 'check in' on people during the crisis. This initiative, dubbed "**Having a chat**" encouraged our advisors to take the **time to talk** to each caller outside of the remit of their request and understand how they were coping generally during the lockdown.

Our advisors were able to establish needs and signpost people to **communities, charities or businesses** that could help. We received a fantastic response from callers who felt like they were being listened to, being helped and most importantly, having a genuine, **human conversation** in what was an unsettling time for them.

The feedback from our staff was equally positive, with advisors feeling empowered and encouraged to go **above and beyond** for our customers during a time when they needed it the most.

> ***Example:*** *"I have just spoken to a lady on the Cashiers line to pay an invoice. We got into a discussion about how she was feeling and she started telling me that she has really bad arthritis in her hands and can't hold things properly so she's struggling with food. She's been using a taxi firm to get her shopping so I called through to the Wyre Community Hub and got them to arrange for a volunteer to do her shopping list with her and collect what she needs.*
>
> *When I called her back to inform her of this she got upset and then started to tell me about how she wasn't coping generally. Before the pandemic she was being transferred to a care home but had to stay at home as they couldn't move her due to the current situation. I called through to Sue in our Social Care section and she's going to arrange for an urgent assessment to increase her care and get some occupational therapy.*
>
> *I've cried twice since which isn't like me. She said that God had answered her prayers and sent her an angel. It broke my heart."*
>
> ***Nicola Crookston. Customer Service Advisor. CAS***

Example 1: Having a chat

2.2   Community Hubs

As a **central point of contact** for everyone within Lancashire it was essential that at CAS, we both understood and utilised the wide network of support available. Initiating contact with the **community hubs** as they were being formed, we facilitated weekly meetings to share best practise and act as a forum for advice, bringing together the 14 hub leads along with representatives from **Our Lancashire**, the **Lancashire Volunteer Partnership**, **Integrated Voluntary Services** and Lancashire County Council's **Public Health** team.

During the initial lockdown we were able to utilise the hubs to ensure our customers, including the **critically extremely vulnerable** citizens who were shielding, received the support they needed.

Fig 1: Supporting our customers

Although referrals to the community hubs decreased following the initial surge we continued to play a pivotal role in the response and were subsequently asked by the **Humanitarian Assistance Cell** (HAC) to chair the **Community Hubs and Shielding** sub cell which, along with Homeless and Faith sector sub cells, supports the **Community Recovery Group**.

The work undertaken with the Community Hubs will be built upon and expanded to fully embed Adult Social Care's **Demand Management** strategy. Although it is possible that the Community Hubs will be disbanded once the crisis has abated, significant work has been undertaken in CAS to build a **directory of over 300 community resources within Lancashire**, ranging from Befriending services to Learning opportunities. In addition to this we are working with **Our Lancashire** to look at pooling our information and using their website as a single point of information for services in Lancashire.

Fully utilising the community resources available and **identifying gaps** for services to be commissioned in specific areas will be a key step in **reducing the c**ost of Adult Social Care in Lancashire.

2.3   Excess deaths

Responding to the impact COVID-19 had within Lancashire, we worked with the **Coroners Service** in managing the response to excess deaths within the community.

Our Business Development Team mapped out the process for both the **reporting of deaths** in the community resulting from COVID-19 and the **sourcing of support** to transport the deceased to either a funeral home or into the **emergency temporary storage facility** created at BAE systems in Warton

System configuration, guidance, testing and training for both CAS staff and LCC volunteers were undertaken to ensure the provision of a **24 hour first point of contact** for General Practitioners throughout Lancashire. With the impact of COVID-19 receding following the initial lockdown this service is currently on hold but with the authority still on alert, provisions are in place for it to be re-installed within 48 hours should the county see a further spike in deaths.
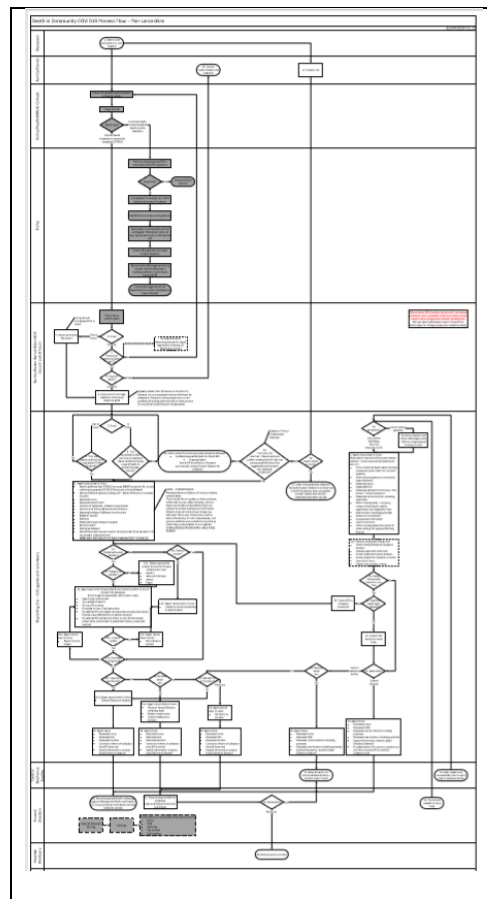

Fig 2: Excess Deaths

> ✔ CAS involvement brought benefits including access to our telephony platform, detailed reporting functionality and the in-house skills / experience required to pull the different project strands together.

2.4   Blue Badge

With the lockdown restricting movement for residents who were shielding we introduced immediate amendments to the application process for Blue Badges. These allowed customers to **receive a badge without having to post proof** of identity or residency and in addition, we ceased face to face assessments in order to keep our customers safe, issuing **temporary badges** instead until the restrictions eased.

In November 2020 we introduced the Department for Work and Pensions **Searchlight** system within our Blue Badge Team, which allowed us to obtain benefit information without customers needing to provide proof of their awards. With this affecting **45%** of all applications, it will have a wide-reaching effect on our citizens, making the **application process easier** and the timescales for receiving a badge shorter.

2.5   Waste

Following their initial closure, the majority of Lancashire **Household Waste Recycling Centres** reopened in May 2020 allowing residents to visit Recycling Centres using an appointment system.

CAS contributed towards the **specifications and testing** of the system as well as providing ongoing feedback on both the system and **online content for customers**.

Following the reopening we answered over **25,000** calls for the Waste service, an **increase of 240%** from the previous year. The project has demonstrated the versatility of our advisors in adapting to change and delivering a service in a completely different way.

With the pandemic still having an impact on how our customers use this service we will be targeting the Waste page on the Lancashire County Council website to deploy our **Webchat** channel. This will allow us to assist citizens in quickly accessing information and using the online booking system.
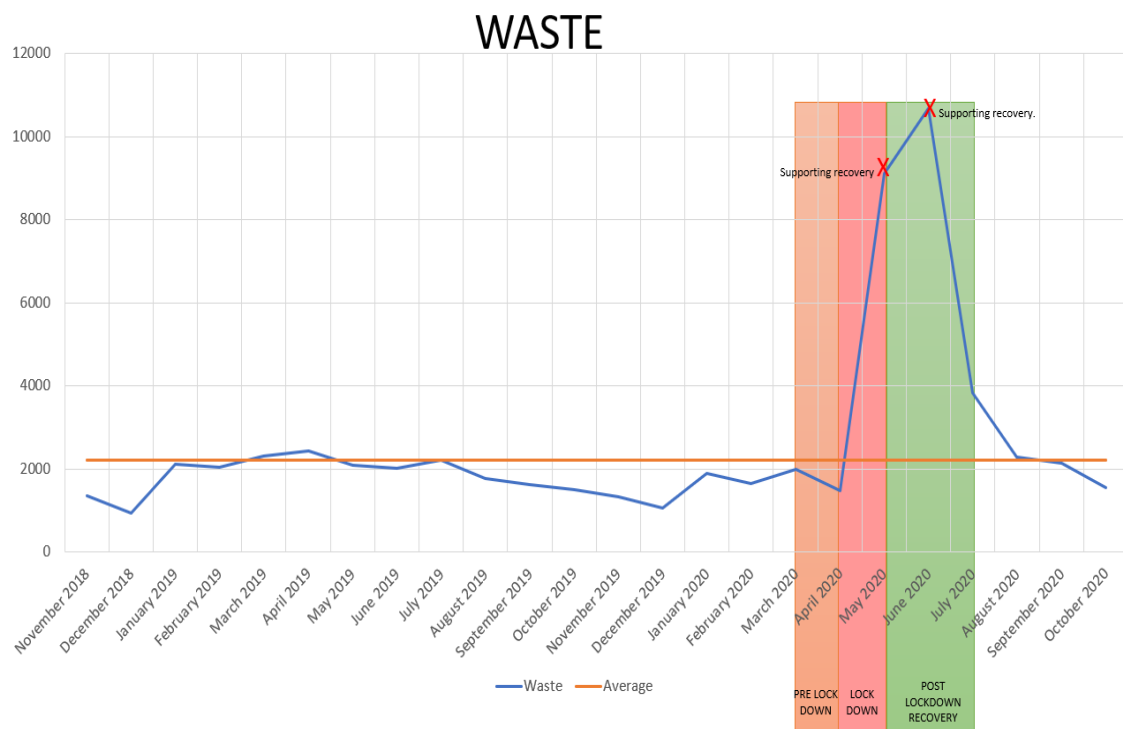

Fig 3: Waste calls

2.6   Libraries

During 2020 the **Libraries Service** were involved in a government supported project which is aimed at connecting the unconnected. The project provided digital devices free of charge, along with internet connection to **vulnerable and elderly customers**. It ensured customers had access to accurate health information online, were able to stay socially connected and interact with both medical support and essential services. CAS have been supporting the initiative by **managing customer queries** and liaising with Libraries to troubleshoot issues.

> ✔ This initiative is one of many that have been promoted during our fortnightly meetings with the Community Hubs. LDA, The Carers Service and Virgin Care have also had guest speakers attend to promote their services.

We also supported the service in testing and implementing a **booking system**, providing telephony support to customers which allowed them to access their libraries safely and order books through the **Browse and Borrow** and **6 of the Best** initiatives.

2.7   Registrars

Throughout the initial lockdown CAS worked with the **Registration Service** on their recovery plan to reopen birth registrations. These had been unavailable to customers since the implementation of lockdown and had generated a backlog of outstanding registrations in Lancashire. Our Business Development Team helped the service to design a **new two-part registration** process that supported social distancing measures with an initial telephone appointment being made followed by a face to face meeting to sign the register.

We answered over **23,000** calls for the Registration Service between April and August, an increase of **30%** during the same period in the previous year. We also contacted over **6000** customers to book appointments for notifications of birth, clearing **72%** of the backlog that had built up since the commencement of lockdown.
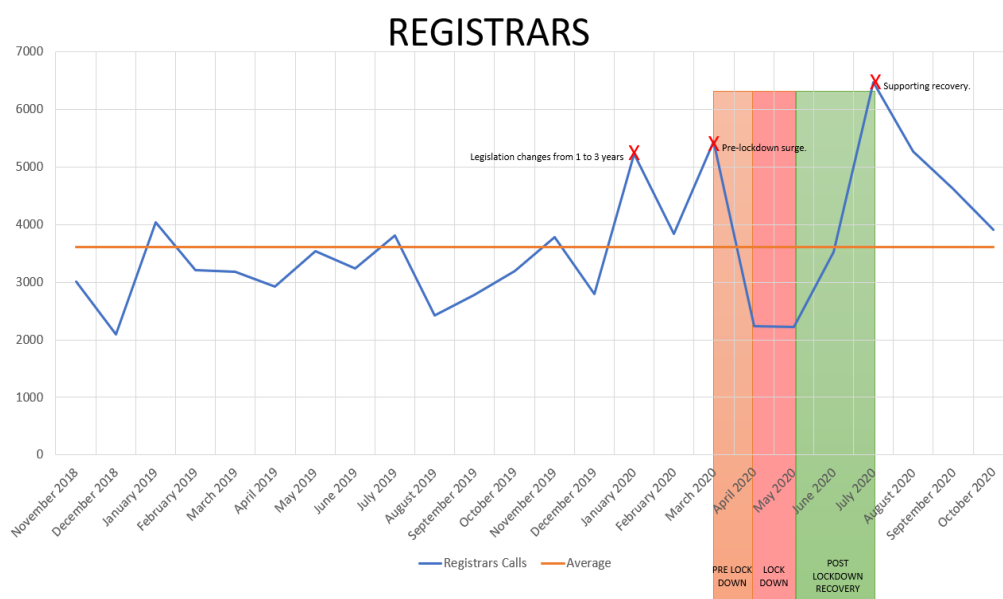

Fig 4: Registrars calls

2.8   Covid Testing

During the early summer CAS worked closely with Lancashire County Council's **Public Health** Team to take over the first point of contact for the **Testing Hub**. This went live on 11th June 2020 and alleviated the resource pressures on the service as the facility was made available to additional sectors. Our Business Development Team subsequently reviewed and improved the process, generating greater efficiency and ability to cope with the increase in volumes.

With Lancashire County Council initiating community testing CAS took responsibility for the **Test Notifications**, providing an essential element in managing the increase in Covid cases throughout the county. We sent over **35,000 Covid Test Notifications** to Lancashire residents and took ownership of **Warn and Inform** notifications following outbreaks, advising people to self-isolate where necessary.

2.9   Covid Grants Scheme

In June 2020 CAS began work on the ***BoostYourRecovery* campaign**, assisting the Economic Development Team in helping Lancashire enterprises reset and plan their return from lockdown. The campaign, launched on the first day of lockdown, has assisted more than **7000 Lancashire businesses**.

Under the umbrella of the Boost ERDF project the Business Growth and Innovation service set up and implemented a small capital grants programme to support Lancashire SMEs in their response to the impact of Covid. CAS supported the team in the review of over 1**,000 expressions of interest** and the issuing of over **500 application forms** to eligible businesses in Lancashire. CAS are continuing to support the campaign and to date have processed **325 Business Grant applications and 270 state aid letters**.

> ***Example:*** *"You and your team have done a fantastic job and it is a very important and valuable contribution to the Covid grants scheme. With your help we can now run reports, track grant awards and progress on the scheme much more easily. A huge thank you to the team."*
>
> ***Darshana Patel. Compliance and Finance. Lancashire County Council***

Example 2: Covid Grants Scheme

2.10   Care Capacity Tracker

From September 2020 CAS have assisted Adult Social Care in supporting the Lancashire care sector during the pandemic. We make daily calls 7 days a week to over **700 care and support providers**, including residential care homes, domiciliary services and supported living. By **building relationships** with each provider and collecting essential data from them we have been able to support the continued delivery of services, **keeping staff safe** and able to work.

The data we collect provides the authority with insight into a range of areas including **PPE** stock, suspected and confirmed Covid cases amongst both staff and service users and their general confidence to operate in the immediate future. This allows our **Contracts** team to assess the countywide situation and provide additional, more localised, support to the providers who need it.

Since the start of 2021 we have also worked with the care providers to understand **vaccination levels** within care home staff. This has proven invaluable to the authority in establishing any areas of, and reasons for, low take-up to allow targeted work that will **ensure maximum update** of the vaccine across Lancashire.

2.11   Vaccination programme

Since December 2020 CAS have provided ongoing support to **Lancashire Teaching Hospitals** in booking Covid vaccinations for front line Health and Social Care staff. This has included hospital, care home and social work staff and has expanded to cover all areas of the county.

Approximately 4000 vaccination bookings have been made and our team are currently conducting an exercise across Lancashire County Council to define levels of uptake among staff and maximise uptake by highlighting any areas of concern.

Our staff have answered over **5000 vaccine enquiry calls** and CAS has now become a centralised point of contact for all frontline Social Care Workers and Personal Assistants in Lancashire that need support in booking a vaccination.

> *Example:* *"I would like to thank you and your extraordinary team for all for the invaluable work you have been doing with Lancashire Teaching Hospitals NHS Foundation Trust. Through cross-collaboration with Lancashire County Council, we have pooled our resources, knowledge and expertise at what we do best to cast a wider net and contact the essential and most at risk.*
>
> *I still recall when we first made contact with yourselves, the speed at which your team responded and provided a workable solution was absolutely incredible. With your crucial help and support, we continue to capture and vaccinate the vulnerable and high-risk cohorts of people. Therefore, it goes without saying that you and your team have contributed to the immunisation of various communities, in order to gain the protection they need against such a destructive disease. I hope you too feel the significance and magnitude of positive impact that you have had to this emergency both Nationally and Regionally. I hope that we continue to work together and share our aim to safeguard our professional communities and families, and like you, I also hope to see an end to this pandemic.*
>
> *I believe our joint effort could potentially open up many avenues in realising the aims and values of both Lancashire County Council and Lancashire Teaching Hospitals in delivering the care services needed by the Lancashire Community".*
>
> ***Venkata Padala. Head of Enterprise Wide Applications. Lancashire Teaching Hospitals***

Example 3: Vaccination programme