

Lancashire County Council

Cabinet

Thursday, 12th May, 2016 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Agenda

Part 1 (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 14 April 2016** (Pages 1 - 4)
- 4. Executive Scrutiny Committee - Report of the Chair**

Matters for Decision:

The Leader of the County Council - County Councillor Jennifer Mein

- 5. Appointments to Outside Bodies** (Pages 5 - 8)
(Appendices 'A' and 'B' to follow)

The Deputy Leader of the County Council - County Councillor David Borrow

- 6. Property Strategy (Neighbourhood Centres) - Consultation**
(Report to Follow)

Cabinet Member for Adult and Community Services - County Councillor Tony Martin

- 7. Lancashire Adult Learning College** (Pages 9 - 30)

Cabinet Member for Health and Wellbeing - County Councillor Azhar Ali

- 8. Securing our Health and Wellbeing** (Pages 31 - 58)

Matters for Information:

- 9. Report of Key Decisions taken by the Leader of the County Council and Cabinet Members** (Pages 59 - 62)

Miscellaneous Matters:

10. 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.

11. Date of Next Meeting

The next meeting of the Cabinet will be held on Thursday 9 June 2016 at 2pm at County Hall, Preston.

Jo Turton
Chief Executive

County Hall
Preston

Item 3

Lancashire County Council

Cabinet

Minutes of the Meeting held on Thursday, 14th April, 2016 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Present:

County Councillor Jennifer Mein

Leader of the Council
(in the Chair)

Cabinet Members

County Councillor David Borrow

County Councillor John Fillis

County Councillor Marcus Johnstone

County Councillor Tony Martin

County Councillor Matthew Tomlinson

County Councillors Geoff Driver CBE and Bill Winlow were also in attendance under the provisions of Standing Order No. 19(4).

1. Apologies for Absence

Apologies were received from County Councillor Azhar Ali and County Councillor Albert Atkinson.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

There were no interests disclosed.

3. Minutes of the Meeting held on 4 February 2016

Resolved: That the minutes of the meeting held on 4 February 2016 be confirmed as a correct record and signed by the Chair.

4. Executive Scrutiny Committee - Report of the Chair

County Councillor Bill Winlow, chair of the Executive Scrutiny Committee, reported that the recommendations set out in the reports for consideration by Cabinet had been confirmed with no amendments or additional recommendations.

5. Lancashire Fairness Commission

Dr Sakthi Karunanithi, Director of Public Health, presented a report setting out the County Council's response to the recommendations made by the independent Lancashire

Fairness Commission, and the ways in which it was working to address fairness in Lancashire.

In presenting the report, it was noted that the section referring to the finalisation of the Lancashire Skills and Employment Strategic Framework 2016/21 should have referred to an "opt-out" rather than an "opt-in" with the Big Lottery 'Building Better Opportunities'.

It was reported that arrangements were being made for a "Fairness in Lancashire; One Year On" event in June to bring the organisations involved together for a review and update on the recommendation and work undertaken. It was noted that efforts were being made to ensure that the event was staged at little or no cost to the County Council.

Resolved: That

- i. the approaches to implement the actions arising from the report of the Lancashire Fairness Commission be noted
- ii. the proposals for hosting the "Fairness in Lancashire; One Year On" feedback event be approved

6. The Financial Sustainability of the Council and the Review of the Council's Operating and Business Model

Steve Browne, Corporate Director Commissioning and Deputy Chief Executive, presented a report setting out the context for a review of the Council's operating and business model, as identified in the budget report to cabinet in November 2015. The report proposed that external consultants be appointed to assist the Council in scoping and undertaking the review, and also that the remit of the Political Governance Working Group be extended to include the review of the business and operating model and make recommendations to Cabinet and Full Council as appropriate.

Resolved: That

- i. the initial brief for the review of the Council's business and operating model as set out at Appendix A to the report be approved
- ii. the additional terms of reference for the Political Governance Working Group as set out at Appendix B be approved

7. Health and Social Care Integration - Lancashire and South Cumbria Sustainability and Transformation Plan

Mike Kirby, Director, Corporate Commissioning, presented a report on the development of a Lancashire and South Cumbria Sustainability and Transformation Plan (STP), as well as other activity taking place to address integration issues on health and social care.

It was reported that every part of the NHS was required to have a locally led STP in place by 2017, for implementation by 2020. It was noted that this initiative needed to be seen in the context of substantial financial challenges for the health and social care system, including a forecast budget shortfall of at least £805m by 2020/21.

In considering the report, members welcomed the involvement of district councils in integration activities, and stressed the importance of increasing the level of democratic accountability in the NHS.

Resolved: That

- i. the development of the Lancashire and South Cumbria Sustainability and Transformation Plan be noted
- ii. the Operating Principles set out in the report be agreed, and that these be communicated to partner organisations: NHS England, the Clinical Commissioning Groups, Cumbria County Council and Lancashire Leaders and Chief Executives

8. Report of Key Decisions taken by the Leader of the County Council, the Deputy Leader of the County Council and Cabinet Members

Resolved: That the report on the waiver of procurement rules by the Deputy leader of the County Council be noted.

9. Report of the Waiver of Procurement Rules by the Deputy Leader of the County Council

Resolved: that the report on Key Decisions taken by the Leader of the County Council, the Deputy Leader, and Cabinet Members be noted.

10. Urgent Business

There was no urgent business.

11. Date of Next Meeting

It was confirmed that the next meeting of Cabinet would take place on Thursday 12 May 2016 at 2pm at County Hall, Preston

Jo Turton
Chief Executive

County Hall
Preston

Report to Cabinet

Meeting to be held on Thursday, 12 May 2016

Report of the Head of Legal and Democratic Services

Electoral Divisions affected:

All

Appointments to Outside Bodies

(Appendices 'A' and 'B' refer)

Contact for further information:

Chris Mather, (01772) 533559, Democratic Services Manager

chris.mather@lancashire.gov.uk

Executive Summary

The Cabinet approves the appointment of County Council representatives to various outside bodies on an annual basis.

A review of the Council's appointments to outside bodies has been undertaken. Attached at Appendix 'A' is a list of proposed appointments to outside bodies for 2016/17. The report also proposes that the Council should no longer make a formal appointment to a number of outside bodies and these are listed at Appendix 'B'.

Recommendation

The Cabinet is asked to agree:

- (i) That the County Council appoint representatives to serve on the outside bodies listed at Appendix 'A' for 2016/17 and that any changes or nominations to fill the positions be submitted to the Director of Governance, Finance and Public Services by the respective political group secretaries; and
- (ii) That the County Council no longer makes a formal appointment to the outside bodies listed at Appendix 'B'.

Background and Advice

Appointments to outside bodies play an important part in fulfilling the County Council's statutory responsibilities and meeting its corporate objectives. The appointments are approved annually by Cabinet with the filling of any in-year vacancies being approved by the Leader of the County Council.

The Executive Scrutiny Committee at its meeting on 7 July 2015 considered the list of appointments to be presented to Cabinet for approval in 2015/16. In considering the report the Committee felt that appointments must be beneficial to both the

outside body and the County Council, and that an appointment should only be made to an outside body if the organisation is aligned or linked to the Council's policies and strategies. The Cabinet supported this view and it was agreed a review of the outside bodies would be undertaken for 2016/17.

A review has been undertaken which included consultation with those members who were appointed to serve on outside bodies in 2015/16. Officers have also looked at each individual body having regard to the views expressed by Cabinet and the Executive Scrutiny Committee, and to the budget decisions taken by Full Council in February 2016. The list of outside bodies can be grouped into four categories:

- Bodies which are statutorily required;
- National and regional organisations;
- Bodies which work across one or more districts; and
- Local community groups.

Following the review, it is recommended that Cabinet considers and approves the appointment of Council representatives to outside bodies for 2016/17 as set out at Appendix 'A'. It should be noted that Appendix 'A' contains a number of charities, trusts and foundations. A more in depth review of some of these outside bodies, as indicated at Appendix 'A', needs to be undertaken as many appointments are historical and based on legal deeds and other similar documents. Also, in a number of cases the County Council is asked to approve the appointment of a non-county council member, usually on the recommendation of the body itself, and these arrangements require further scrutiny. Notwithstanding this it is proposed to make appointments to these bodies for 2016/17 pending the further review and a report will be presented to the Leader in due course.

It is also recommended that the Cabinet should cease to make appointments to the outside bodies listed at Appendix 'B'. Whilst this means that county councillors would not be formally appointed to represent the County Council on any of the outside body listed at Appendix 'B', it would not prevent them from serving on such a body and in particular a local community group to enable them to fulfil their constituency role, should the body wish this to be the case. Councillors are regularly invited to serve on local community groups by the groups themselves and many choose to accept or decline such an invitation having regard to the purpose and objectives of the body, as well as the time demands that would be placed on them.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

No significant risks have been identified.

Financial

The Members' Allowance Scheme permits the payment of travel and subsistence allowances in respect of formal appointments to outside bodies. This means that a councillor cannot claim any expenses if he/she chooses to serve on an outside body including those listed at Appendix 'B' without the appointment being approved by the Cabinet or the Leader of the County Council.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

Item 7

Report to Cabinet

Meeting to be held on Thursday, 12 May 2016

Report of the Director of Development and Corporate Services

Electoral Divisions affected: All

Lancashire Adult Learning College

(Appendix 'A' refers)

Contact for further information:

Eddie Sutton, (01772) 533475, Director of Development and Corporate Services

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Executive Summary

The report sets out a proposal for Nelson and Colne College to assume responsibility for Lancashire Adult Learning College in place of the County Council on the terms set out in this report.

Recommendation

Cabinet is asked to agree to Nelson and Colne College with effect from 1st August 2016, assuming responsibility for Lancashire Adult Learning College in place of the County Council on the terms set out in this report.

Background and Advice

1. Introduction

Ofsted's full re-inspection of Lancashire Adult Learning College took place between the 2nd and 5th February 2016. A copy of the Ofsted Report is attached at Appendix 'A'. Ofsted's key conclusions are as follows:

<ul style="list-style-type: none"> • Leaders and managers took swift and successful action to improve the quality of provision and outcomes for learners following the previous inspection. • A strong and effective board of governors now drives forward a good pace of improvement through robust and determined support and challenge. • The strategy to engage and recruit the very large majority of learners from the most disadvantaged areas and groups is highly effective. • The proportion of learners who successfully achieve their qualifications has rapidly improved since the previous inspection and is now high. 	<ul style="list-style-type: none"> • Passionate tutors set high aspirations and expectations, using a wide range of activities to enable most learners to reach their potential. • Tutors use the results of initial assessment of learners' individual needs well to plan and provide effective learning and additional support to help learners overcome problems which might otherwise prevent success. • Many learners from marginalised communities develop the skills, confidence and self-esteem to make better life choices. • Learners' development of functional skills in English and mathematics, and English for speakers of other languages (ESOL), are good.
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The following table summarises the overall Ofsted assessment:

Overall effectiveness	Good
Effectiveness of leadership and management	Good
Quality of teaching, learning and assessment	Good
Personal development, behaviour and welfare	Good
Outcomes for learners	Good
Adult learning programmes	Good
Overall effectiveness at previous inspection	Inadequate

Ofsted highlighted three areas for improvement:

- Rapidly implement the plans to establish permanent senior leadership arrangements for the service.
- Share best practice internally to ensure that individual targets for all learners are of a consistently high quality. Ensure that tutors use targets well to plan individual learning and to measure learners' progress on their course.
- Implement the systematic analysis of non-accredited learning to identify any differences in achievement between groups of learners. Ensure that managers and staff take effective actions to identify, tackle and reduce any identified differences.

2. Lifting of a Notice of Concern by the SFA

On 15th December 2014, the Skills Funding Agency (SFA) issued a Notice of Concern (the Notice) to the County Council. This was because the County Council had received an inadequate Ofsted inspection rating.

The SFA has confirmed that it is satisfied that the County Council has complied sufficiently with the conditions set out in the Notice. This is because Ofsted's re-inspection judged the County Council to have improved to Good.

3. Assessment by the FE Commissioner

Following the December 2014 assessment, the Minister for Skills and Enterprise determined that the FE Commissioner should assess the position of LAL in line with the government's intervention policy set out in *Rigour and Responsiveness in Skills*.

The FE Commissioner conducted his assessment in January 2015 and considered; the capacity and capability of the service's leadership and governance to deliver quality improvement within an agreed timeframe.

The FE Commissioner made seven recommendations:

- LAL should restrict its activities to Adult and Community Learning.
- The SFA should consider more appropriate ways of delivering the skills programmes currently being offered through the Lancashire Adult Learning Service by using colleges and providers with greater experience and success in the delivery of the provision.
- Governance arrangements for LAL should be introduced that involve both council and non-council representatives to determine the strategy for the service going forward and to provide suitable monitoring and challenge of the executive.
- The Council should ensure that there is sufficient management time and an appropriate structure to deliver a high quality Adult and Community Service.
- New arrangements for quality assurance should be introduced as a matter of urgency that prioritise the improvement of teaching and learning and the production of an appropriate self-assessment report and quality improvement plan.
- The post Inspection Action Plan should be revised by aligning it more closely with the weaknesses identified by Ofsted and with clear responsibilities, actions, milestones and monitoring arrangements.
- The FE Commissioner should undertake a monitoring visit at the end of the summer term to review progress.

A monitoring visit was carried out by a Further Education Adviser on behalf of the FE Commissioner in June 2015 to consider the progress that had been made in line with these recommendations.

At that time, the FE Commissioner concluded that LAL was being transformed, and the practical partnership between the local authority and the Board of Nelson and Colne College in introducing interim arrangements was to be applauded. He recognised clear evidence of a changing culture and that a strong Governing Body with appropriate experience and autonomy had been complemented by an equally

strong Senior Leadership Team. The report further concluded that it was hoped that the arrangements could translate into a permanent arrangement.

4. Proposed Permanent Arrangements

Moving forward and building on Ofsted's and the FE Commissioner's conclusions, LAL's Governing Body has reviewed permanent future leadership arrangements, particularly in light of the forthcoming Further Education sector Area Reviews.

The arrangements to date with Nelson and Colne College have been successful and reaffirmed to the LAL Governing Body that the:

- Improvements recognised by Ofsted in the February 2016 re-inspection need to be maintained and enhanced;
- Best outcomes for Lancashire learners from the use of the Skills Funding Agency Community Learning budget need to be secured;

In both cases by the County Council putting in place a permanent link for LAL with an existing skills provider.

For these reasons, the LAL Governing Body has concluded that their preferred option for the long term leadership of LAL is a permanent link with Nelson & Colne College, reflecting the present arrangement under which the service is supported by the Principal and senior leadership team of Nelson and Colne College. The implementation of this preferred arrangement will require the transfer of the County Council's Skills Funding Agency (SFA) Community Learning Grant to Nelson and Colne College.

5. Alternative Delivery Options

Prior to focusing on what a permanent solution with Nelson and Colne College would look like, it is worthwhile reflecting on what other potential delivery options exist.

1. *Integrated Service within Lancashire County Council*

Under this option, the County Council would retain complete responsibility for LAL and its staff as effectively one of the County Council's in-house services, appointing new leadership from within the County Council or externally. The County Council would retain the adult and community learning grant and provide the necessary services required to enable LAL to continue to operate, including finance ICT, HR, marketing. The County Council would ask the existing Governing Board to undertake a scrutiny role of the College's operation.

The significant improvements over the previous 15 months have come from the County Council working in partnership with Nelson and Colne College. This option would result in the County Council reverting to the pre Ofsted report of December 2014 delivery model. There are significant risks with this approach: both Ofsted and the FE Commissioner would consider this as a retrograde step, the day to day responsibility for the leadership and management would be retained by the County Council and we would need to be able to recruit a College principal and supporting management team to replace the resources provided by Nelson and Colne College.

2. Tender for delivery of the service by other College or provider

Under this option, the County Council would carry out an open tender process for a provider to enter into a service contract with the County Council for the delivery of the College. Providers both within and external to Lancashire would be entitled to participate. The current support from Nelson & Colne College would cease at an agreed date and Nelson and Colne College would be able to participate in the tender process. The tender documents would need to set out the County Council's terms for the delivery of LAL, including staff employment arrangements and financial arrangements. The SFA would need to agree the arrangement. In doing so the SFA would question the purpose and value of the County Council retaining an involvement under this arrangement and may wish to directly contract with the successful organisation.

Under this option, the longer term steps to move the LAL forward would only happen after the outcome of the tender exercise was known, including IT, data, marketing, financial systems. Realistically, it would be unlikely that this option would be able to be fully implemented prior to the start of the academic year 2017/18 and therefore the County Council would need to extend the current arrangements with Nelson and Colne College for the academic year 2016/17.

3. Wind up LAL and allow SFA to redistribute grant

Under this option, the County Council would cease to provide LAL. A recommendation would be made to SFA for the redistribution of the adult and community grant across the County directly to adult and community learning providers. If the County Council were to decide to stop delivery of its Community Learning contract, then as the SFA is the funder all decisions on the future of the contract are made by the SFA;

There is no guarantee that this outcome can be achieved with the SFA, with the risk that some of the current grant funding could be redistributed beyond Lancashire.

4. Wait for the outcome of the Area Review process to identify the most suitable outcome

The Area Review process is explained below.

The County Council in its capacity as LAL would not conclude a permanent solution with Nelson and Colne College, instead it would retain responsibility for the LAL and participate in the Area Review Process and see what comes out of that.

In this scenario, the County Council would need to consider whether to adopt the Area Review recommendations and align LAL in all likelihood, to the emerging institutions. However, whilst on the face of it, this option may seem attractive, the County Council would run the risk of not being able to align ourselves in the way the County Council would like, i.e. with the best quality/cultural fit for LAL's learners/provision. It is important to note that the rest of the Lancashire provider base is already taking steps to identify options to present when the Area Review process commences.

The County Council has consulted with the Lancashire FE colleges, Training 2000, North Lancs Training Group, Blackburn with Darwen Council and Blackpool Council on the option for a permanent relationship with Nelson and Colne College. No alternative proposals were received.

The County Council would need to extend the current working relationship with Nelson and Colne College for a two year period to enable sufficient security of leadership to maintain progress and satisfy Ofsted. LAL's location would need to be addressed together with the extent to which we would co-locate back office functions with Nelson and Colne College.

This is not LAL's Governing Body preferred option. Furthermore, there is a risk that Ofsted would not be satisfied that we have a clear plan for the longer term.

6. Skills Funding Agency's View

In order to effect a permanent solution with Nelson and Colne College, the SFA need to approve the transfer of the County Council's £5.8m Community Learning allocation to Nelson & Colne College, which it is proposed should take effect from 1st August 2016.

The SFA has agreed to the transfer of LAL's allocation to Nelson & Colne College. Subject to this sign off and the recommendations set out in this report being agreed, then from 1st August 2016 Nelson and Colne College will be fully responsible for complying with the SFA's Grant funding agreement.

The SFA are unable to add any additional clauses in their Grant Agreement as they follow a national format. Therefore, the County Council and Nelson and Colne College will enter into an agreement, the purpose of which is to capture a number of agreed key principles which will ensure that the SFA grant will continue to be utilised on adult and community learning.

The Adult and Community Learning budget will become part of the single Adult Education Budget from 2017/18. This will mean that funding currently allocated as non-apprenticeship adult skills budget (ASB), community learning and discretionary learner support (DLS) moves into a single budget. (There will be a separate 19+ budget for apprenticeships). This funding will be a block grant for colleges and other grant funded providers, with all other providers continuing to be funded under a contract for services. This will allow providers to have significantly increased flexibility to address the needs of local learners and to ensure that local priorities are met.

7. The Proposed Nelson and Colne College Arrangements

Nelson and Colne College is a tertiary college for 14-19 year olds and adults of all ages, located in Nelson within the Borough of Pendle. Students at the College are drawn principally from the Pendle district and Burnley. The percentage of 16-18 year olds attending the College from Pendle is 75% whilst 20% are from Burnley. The remaining 5% of 16-18 year olds are drawn from outside of the area.

Nelson and Colne College delivers a range of SFA and Education Funding Agency provision and is experienced in managing sub-contracted activity. The College has

been assessed by Ofsted as an Outstanding provider. Learner success rates for all provision, with the exception of Workplace Learning, are above national averages for the period 2011/12 to 2013/14. The College's underlying financial health is Outstanding and the current 2015/16 academic year financial health is Good.

Under these proposals, with effect from 1st August 2016, Nelson and Colne College will be fully responsible for complying with the SFA's Grant funding agreement for 2016/17 onwards. Nelson and Colne College and not Lancashire County Council, will be the counterparty to the Grant funding agreement with the SFA

Nelson and Colne College has agreed that the Community Learning grant, allocation will be fully utilised for the benefit of adult and community learning in Lancashire and will not be used to offset any reductions in Nelson and Colne budgets. The SFA has confirmed that the grant for 2016/17 will be equivalent to the 2015/16 allocation of £5,780,340. Equally, Nelson and Colne College cannot be expected to subsidise community learning from its other funding sources in the event that the grant is reduced in subsequent years and therefore would have to implement delivery changes in light of changes to funding in the allocation in 2017/18 or subsequent academic years. This would be no different to the County Council.

Nelson and Colne College will operate LAL and deliver community learning activity in accordance with LAL's Strategic Framework and Priorities outlined in LAL's Strategic Vision and Plan which has been agreed by the governing body of LAL. Overall the intention is that delivery of community learning by Nelson and Colne College supports the County Council's core purpose set out in the draft Corporate Strategy and the County Council will need to work with Nelson and Colne College to achieve this outcome.

Community Learning delivers a range of community-based and outreach learning opportunities . These services are designed to help people of different ages and backgrounds to:

- Get a new skill
- Reconnect with learning
- Follow an interest
- Prepare to progress to formal course
- Learn how to support their children better

It also supports wider policies on localism, social justice, stronger families, digital inclusion and social mobility.

Funding is provided through the Skills Funding Agency and the provision is seen as a key part of the learning continuum re-engaging adults with the system to develop their skills and enhance their lives.

LAL's key priorities are to provide:

- A high quality offer, which LAL can be proud of, and which is recognised as 'good' or 'outstanding' by Ofsted
- An offer which supports the most disadvantaged adults in Lancashire
- An offer which provides development and progression for learners at whatever stage they engage

- An offer which is directly linked to the County's strategies to support adults and
- An additional offer of high quality leisure courses to enable learning for pleasure and interest, which generates income to supplement the main grant

LAL's Strategic Vision and Plan will be reviewed by the governing body before July 2016 and will be effective for 2 full academic years commencing 2016/17; following which Nelson and Colne College commits to ensuring that there is an annual view of LAL's strategic direction and that there are specific and clear community learning clear strategic plans, priorities, delivery objectives and measurable outcomes.

Nelson and Colne College will also ensure:

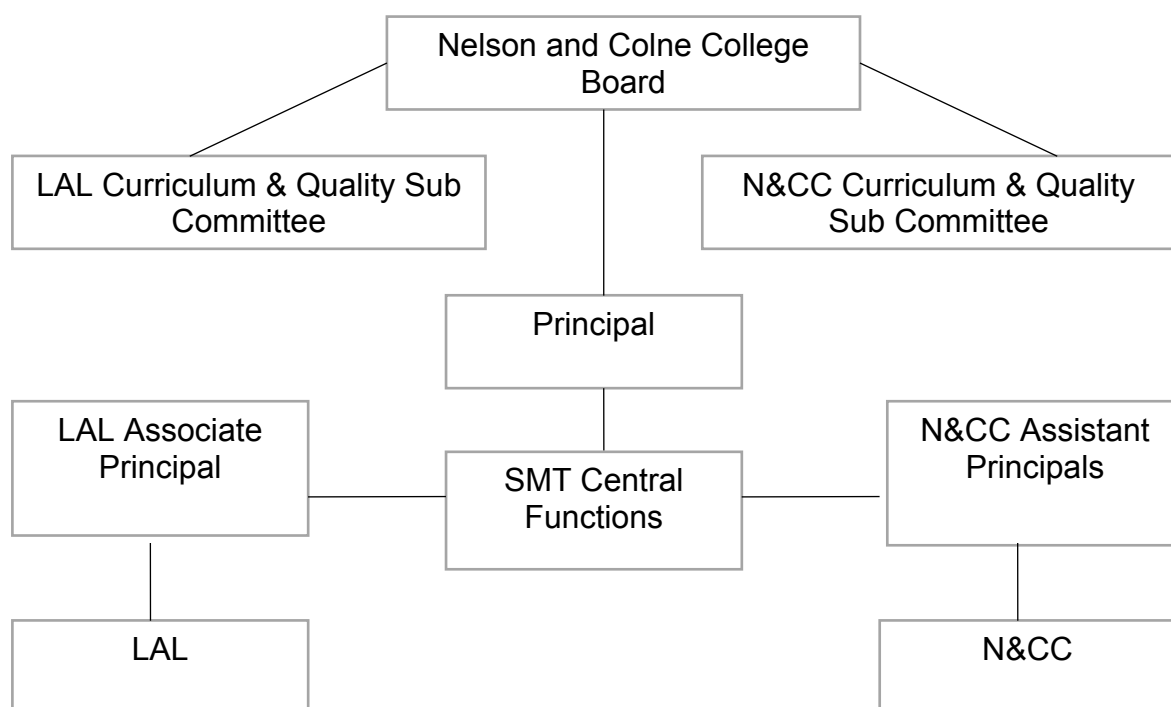
- that LAL continues to deliver a truly locally determined adult and community learning offer which is underpinned by strong local partnerships and engagement with communities.
- that LAL continues to operate as a discrete brand that recognises its origins and peripatetic delivery model.
- that there is an annual view of LAL's strategic direction and that there are clear strategic plans, priorities, delivery objectives and measurable outcomes.

The County Council will maintain an interest, oversight and scrutiny of LAL through the appointment of up to two nominees of the current LAL Governing Body to the Nelson and Colne College Corporation Board

Due to the specific nature and size of the LAL provision, Nelson and Colne College will establish separate Curriculum and Quality Sub-Committees for LAL and Nelson and Colne College's 14-19 provision. Two County Council nominees will be appointed to the LAL Curriculum and Quality Sub-Committee.

The Principal and Chief Executive of Nelson and Colne College will ensure the overall proper and effective operation of the financial, planning and management controls for both Nelson and Colne College and LAL.

The diagram below outlines the governance structure which will be implemented.



The Principal and Chief Executive of Nelson and Colne College will be supported by an Associate Principal for LAL and Curriculum Assistant Principals for Nelson and Colne College.

LAL will need to continue to access management information and data systems once transferred to Nelson & Colne College, therefore IT equipment, management information or data systems currently utilised by LAL will transfer to Nelson & Colne College on 1st August 2016.

LAL will have a discrete delivery team, working peripatetically across the county but with a base with teaching rooms and community learning facilities in East Lancashire.

The County Council's LAL staff will TUPE transfer into Nelson and Colne College on 1st August 2016.

The above principles have been detailed in a legal agreement between the County Council and Nelson and Colne College.

8. Area Review

In July 2015 the Government issued its productivity plan '*Fixing the Foundations – creating a more prosperous nation*'. The plan defines improving productivity as a key national challenge and that along with expansion of the Apprenticeship Programme, two major reforms of the skills system are critical:

- Clear, high quality professional and technical routes to employment, alongside robust academic routes, which allow individuals to progress to high level skills valued by employers; and
- Better responsiveness to local employer needs and economic priorities, for instance through local commissioning of adult provision, which will help give the sector the agility to meet changing skills requirements in the years ahead.

In response to this a national programme of area-based reviews facilitated by the Departments for Education and Business, Innovation and Skills will review 16+ provision in every area. These reviews will provide an opportunity for institutions and localities to restructure their provision to ensure it is tailored to the changing context and designed to achieve maximum impact.

Each area review should establish the appropriate set of institutions to offer high quality provision based on the current and future needs of learners and employers within the local area. Reviews should deliver:

- Institutions which are financially viable, sustainable, resilient and efficient, and deliver maximum value for public investment.
- An offer that meets each area's educational and economic needs.
- Providers with strong reputations and greater specialisation.
- Sufficient access to high quality and relevant education and training for all,
- Provision which reflects changes in government funding priorities and future demand.

The reviews will identify scope to make efficiencies in a range of ways, including:

- Removing duplication in curriculum.
- Reducing management and administration costs.
- Making more efficient use of the land and buildings controlled by the sector.
- Enabling more efficient and effective use of technology both in terms of teaching, support and assessment and back office systems.

Reviews are likely to result in rationalised curriculum; fewer, larger and more financially resilient organisations; and, where practicable, shared back office functions and curriculum delivery systems.

Within Lancashire there will be two area-based reviews covering Pennine Lancashire and Coastal Lancashire, these reviews will run concurrently and indicative timescales indicate that Lancashire's reviews will commence in September 2016. The Area Review process will reshape the adult learning landscape in Lancashire.

Under the above proposals, in the forthcoming Area Review, LAL would be aligned with Nelson and Colne College. This approach is supported by LAL Governing Body.

9. Location

LAL's premises for teachers and teaching support staff is currently located at Lancashire College, Chorley.

The proposal is for LAL to operate from a separate discrete location in East Lancashire.

Brierfield Mill is a redundant factory complex located in close proximity to Junction 12 of the M65, a key section of the Burnley-Pendle Growth Corridor, a strategic investment priority of both the Lancashire Enterprise Partnership (LEP) and County Council, and within one of the most deprived communities in the country. Previously,

and for over a century, it was a major employer in the area and the former mill remains a dominating physical presence locally.

There are now plans in place to redevelop Brierfield Mill as Northlight, a new leisure, residential and educational destination which will provide a significant contribution to the regeneration of Pendle, whilst maximising the economic potential of an important east Lancashire heritage asset.

At her meeting on the 17th May 2016, the Leader of the Council will consider a report on the County Council's capital contribution to Northlight.

The key elements of the Northlight project are outlined below:

- Residential development to comprise 60 one and two bedroom apartments to be developed in partnership with Together Housing;
- A 120 bedroom 'boutique' hotel funded by a syndicate of private investors and operated as a Hilton 'Doubletree' franchise;
- A community leisure facility to be operated by Burnley Football Club Football in the Community, incorporating a range of indoor and outdoor football pitches and other sports and community facilities;
- A private training centre focussing on Cyber Security training operated by Training 2000;
- Lancashire Adult Learning operated by Lancashire County Council;
- Establishment of a small number of managed workspace business units;
- A new marina on the Leeds-Liverpool Canal adjacent to Northlight;
- Provision of small local community arts space;
- A microbrewery; and
- Infrastructure and public realm around the site.

The new facility at Northlight would support and deliver adult community learning across Lancashire by providing an administrative and delivery base for LAL in one of the most deprived areas in the country and a Lancashire centre with the greatest demand for community learning (East Lancashire). LAL's experience of maintaining key centres elsewhere in the County has demonstrated that location impacts on learner numbers and LAL's proposed move to Northlight supports its intention to increase participation by learners from deprived communities

It would also support the aspiration of LAL's Strategic Framework, which is focussed on providing an offer to support the most disadvantaged adults in Lancashire. The proposed move to Northlight anticipates generating up to 10% or 350 additional learners but as Northlight is located in east Lancashire focused on disadvantaged learners with low or no skills.

Working through a wide range of locally based voluntary organisations and community locations, LAL aims to support individuals in the places, and with the people, where they feel most comfortable. Therefore, LAL's aspiration is for its base to be located in the heart of the community which it serves. As a result of being located in Northlight, it is expected that learners will benefit from greater accessibility to the main administrative and delivery centre of LAL.

Northlight will bring together a cluster of learning and community activities, including Burnley Football Club Football in the Community, Training 2000 and In-Situ community arts space.

Consultations

The proposal to the Skills Funding Agency requires consultation with Lancashire based FE colleges and providers, along with the unitary authorities. This consultation has now completed; only one response has been received which was from Preston College. The response was supportive of maintaining the leadership of LAL through Nelson and Colne College and of the general principles of the strategic direction of LAL.

Nelson and Colne College's Corporation Board has separately considered and agreed to these proposals.

Implications:

This item has the following implications, as indicated:

Personnel

Consultations on TUPE Transfer

One of the key elements of the proposed TUPE transfer to Nelson and Colne College is the transfer of the County Council employees who work in the Lancashire Adult Learning service. The employees have been advised of the potential for a TUPE transfer to Nelson & Colne College at some initial staff briefings, however the formal consultations have not yet taken place. If approval to transfer the service is agreed via this Cabinet report, a consultation process in line with the current TUPE regulations will take place, involving all relevant parties such as senior management from both employers, HR representatives from both employers, Trade Unions and employees. This process will involve; meeting the relevant Trade Unions, employee briefings before and after consultation, a minimum 4 week consultation period and confirmation from Nelson and Colne College regarding measures they intend to take or may propose to take in respect of the transferring group of employees. In line with the current TUPE regulations, County Council terms and conditions will be protected at the point of transfer in line with TUPE legislation.

The employees within Lancashire Adult Learning are covered by two sets of terms and conditions and pension schemes. The non-teaching employees are covered by the standard NJC/County Council (green book) terms and conditions and are eligible to join the Local Government Pension Scheme (LGPS). The teaching employees are covered by Lancashire Adult Learning (red book) terms and conditions and are eligible to join the Teachers Pension Scheme (TPS). In terms of a comparison, employees at Nelson and Colne College are covered by similar sets of terms and conditions and the same eligibility to the two aforementioned pension schemes. The Local Pension Partnership (formerly the County Council – Your Pension Service) administers the LGPS membership for Nelson and Colne College, with regards to the TPS this is administered centrally by the TPS in Darlington. It is anticipated that with regards to Pension, the TUPE transfer will be straight forward and that the transferring employees will be able to remain in their respective pension schemes.

Currently, the employee numbers within Lancashire Adult Learning that would be in scope to transfer is as follows:

- 32 LCC Green Book employees
- 62 LAL Red Book employees
- LAL's portfolio of casual tutors

Formal consultation procedures and timescales will be followed and the transfer of any employees from the employment of the County Council to Nelson and Colne College will be undertaken in accordance with the principles and processes of the Transfer of Employment (Protection of Employment) ('TUPE') Regulations 2006, as amended by the "Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014.

It is not anticipated that there will be any Lancashire Adult Learning employees who are not to be transferred, however if there are they will be subject to the normal County Council workforce agreements.

Financial

If the recommendations set out in this report are agreed then the County Council will cease to have any financial responsibility for LAL for the academic year 2016/17 and beyond. Nelson and Colne College will be the counterparty to the SFA Grant Funding Agreement

Risk management

There is a need to positively respond to the Ofsted inadequate assessment of Lancashire Adult Learning (LAL) in November 2014. The County Council has already put in place a series of measures, including improved Governance arrangements to, ensure that the LAL is able to satisfy the planned Ofsted re – inspection in 2016. This report deals with further improvements to the governance arrangements and the Ofsted recognised need to implement permanent leadership arrangements for LAL.

List of Background Papers

Paper	Date	Contact/Tel
N/A		

Lancashire Adult Learning

Local Authority

2–5 February 2016

Inspection dates

Overall effectiveness

Good

Effectiveness of leadership and management	Good
Quality of teaching, learning and assessment	Good
Personal development, behaviour and welfare	Good
Outcomes for learners	Good
Adult learning programmes	Good
Overall effectiveness at previous inspection	Inadequate

Summary of key findings

This is a good provider

- Leaders and managers took swift and successful action to improve the quality of provision and outcomes for learners following the previous inspection.
- A strong and effective board of governors now drives forward a good pace of improvement through robust and determined support and challenge.
- The strategy to engage and recruit the very large majority of learners from the most disadvantaged areas and groups is highly effective.
- The proportion of learners who successfully achieve their qualifications has rapidly improved since the previous inspection and is now high.
- Passionate tutors set high aspirations and expectations, using a wide range of activities to enable most learners to reach their potential.
- Tutors use the results of initial assessment of learners' individual needs well to plan and provide effective learning and additional support to help learners overcome problems which might otherwise prevent success.
- Many learners from marginalised communities develop the skills, confidence and self-esteem to make better life choices.
- Learners' development of functional skills in English and mathematics, and English for speakers of other languages (ESOL), are good.

It is not yet an outstanding provider

- Plans to ensure the permanency of senior leadership are not yet implemented.
- For a small minority of learners, tutors do not use individual learning targets to plan learning or measure the progress they are making.
- Leaders and managers do not systematically analyse non-accredited achievement to identify any differences in achievement between groups of learners.

Full report

Information about the provider

- Lancashire Adult Learning is Lancashire County Council's adult education services, which deliver almost all of the adult and community learning budget allocated to Lancashire by the Skills Funding Agency. The objective of the service is to focus on people or groups who are disadvantaged and least likely to participate and to raise fee income from those who can afford to pay. It provides learning at one main centre and over 120 community-based venues. Lancashire comprises 12 district councils. The employment rate has been lower than that which exists nationally for the past 12 years, and rates of deprivation are higher than average. Rates of ill health are higher for people in Lancashire than the average for England, while life expectancy for both men and women is lower than the England average.
- The service received four re-inspection monitoring visits, each completed by Her Majesty's Inspectors, following the inadequate judgement at the previous inspection in November 2014.

What does the provider need to do to improve further?

- Rapidly implement the plans to establish permanent senior leadership arrangements for the service.
- Share best practice internally to ensure that individual targets for all learners are of a consistently high quality. Ensure that tutors use targets well to plan individual learning and to measure learners' progress on their course.
- Implement the systematic analysis of non-accredited learning to identify any differences in achievement between groups of learners. Ensure that managers and staff take effective actions to identify, tackle and reduce any identified differences.

Inspection judgements

Effectiveness of leadership and management is good

- Following the previous inspection, councillors took swift action to improve senior leadership and management of the adult learning service. A new and very effective interim senior management team was quickly established, pending further decisions about the how the provision is to be managed in the future. The senior leadership team comprises the current interim principal, the interim deputy principal and a permanent assistant principal. They have managed change exceptionally well, effecting rapid and significant improvement in the quality of teaching, learning and assessment, and increasing learners' achievements. All the weaknesses identified at the previous inspection are now rectified. The interim principal, who is also a successful leader in an outstanding local further education college, and the board of governors have detailed ambitious plans to develop the service further and establish permanent management arrangements.
- Senior leaders and the board of governors have reviewed and reshaped the adult learning curriculum to meet the priority objectives of the council effectively. Consequently, the service recruits very successfully from the communities and groups of people who are most disadvantaged or at significant risk of social exclusion, such as learners with mental health difficulties and asylum seekers. A high proportion of learners have not been engaged in education for some considerable time and are developing the skills required to be more effective in their communities.
- Since the previous inspection, managers have developed a more secure and comprehensive arrangement to improve the quality of teaching. They use the outcomes from lesson observations well to identify tutors who need extra support. Mentors are allocated to the few tutors whose performance requires improvement. As a result, tutors improve their teaching practice rapidly.
- At the previous inspection the use of management information was a weakness and it is now good. Senior managers have rectified this, improving significantly the collection and use of data to monitor learners' progress and destinations.
- Managers provide well-targeted staff development to improve teaching practices, closely based on their evaluation of tutors' work. Tutors are encouraged to apply their learning from staff development and training to improve their teaching, and are supported well to do so. For example, most tutors who have received training on the use of the service's virtual learning environment use this system well to promote individual learning.
- Managers and subcontractors use self-assessment well to identify areas requiring improvement and to plan actions to tackle them. They draw on a good range of evidence to underpin their judgements, including the views of learners and partners. The strengths and areas for improvement identified in the self-assessment report closely match those found by inspectors.
- The management of subcontractors is strong. Managers choose subcontractors carefully to provide specific focus on particular disadvantaged groups or communities. They monitor the quality and outcomes of subcontracted provision frequently and rigorously. Subcontractors attend mandatory training and opportunities to share good practice and this has led to improvements in the quality of their courses.
- Senior managers, managers and tutors have prioritised the development of learners' English and mathematical skills well. The service has a good strategy and a set of clear expectations about teaching practices to help learners develop these important skills. For example, managers require tutors to plan into their lessons the development of learners' better use of English and mathematics and to correct their spelling and grammatical mistakes. As a result, learners develop a good standard of skills and a high proportion complete their qualifications successfully.
- Leaders, managers, tutors and staff who act as equality champions promote successfully a culture of fair treatment and respect for different views, backgrounds and experiences. Tutors have received effective training on democracy, individual liberty, the rule of law, mutual respect and tolerance of those with different faiths and beliefs. As a result they promote these values successfully to learners. A number of tutors use innovative teaching practices, such as activities which initiate discussions, to extend learners' understanding of complex issues such as radicalisation, hate crime and the rights of people with different sexual orientations.
- **The governance of the provider**
 - Following the previous inspection, a new board of governors was quickly established, providing a strong representation from education, business, the voluntary sector and Lancashire Council. The board use this wide range of expertise exceptionally well to support and provide critical challenge to senior leaders.

- Governors receive detailed reports on learners' outcomes and the quality of provision. They have set challenging targets for senior managers and these are monitored frequently to effect improvements quickly.
- The service has the financial stability to maintain high-quality resources to support learning in the community. However, the board have yet to implement the agreed permanent management arrangements at senior leadership level.

■ **The arrangements for safeguarding are effective**

- Arrangements for safeguarding are thorough and include appropriate checks on staff. As a result of good training, staff know how to keep learners safe and are vigilant about safeguarding issues. They have received good staff development including on aspects such as forced marriage, domestic violence and female genital mutilation, and are better informed about how to identify any learners at risk, report any concerns and identify appropriate support.
- Tutors and learners know how to contact the designated safeguarding officers. All staff are very well aware of their new responsibility to protect their learners from extremism and radicalisation. They have completed the relevant training courses, and made a good start in implementing required policies.
- Managers ensure that all the training venues are risk assessed to assure the safety of learners.

Quality of teaching, learning and assessment is good

- Tutors inspire and challenge their learners, who are well motivated, enjoy their learning and work with concentration and focus in lessons. Most tutors use a good range of activities and carefully crafted resources that interest learners and enrich their understanding of key topics. As a consequence most learners develop good knowledge and skills and make good progress.
- Learners make good progress in developing their English skills. Tutors engage learners in meaningful discussions, helping them to develop their speaking and listening skills well. As a result, ESOL learners increase their confidence when speaking in groups, and learners of modern foreign languages courses develop a basic vocabulary enabling them to practise their speaking and listening skills. Learners develop their reading and writing skills well in vocational sessions.
- Tutors provide learners with good individual support and group coaching sessions which learners value highly. In mathematics lessons, tutors help to rapidly develop basic mathematical skills, such as calculating ratios. Mathematics is integrated well in vocational lessons. For example, ESOL learners make shopping lists and calculate the cost of a healthy meal.
- Tutors use information gathered at the start of the course on learners' prior attainment and background to provide quickly any additional support needed. In lessons for disabled learners or those with learning difficulties, additional learning support is used particularly well to help learners make swift progress. Learning support workers use a variety of successful techniques to ensure that learners can take part in and contribute to sessions. They carefully record the support given, frequently evaluate its impact on learners and work with the teacher to adjust support so that learners successfully develop their independent living skills and reduce their reliance on support.
- Tutors use a good range of techniques to assess learning, such as effective questioning techniques, quizzes and role play. Tutors' oral and written feedback is frequent and constructive; it successfully motivates learners, making it clear what they have done well and how they can improve the standard of their work. In a few cases, written feedback is too brief. Tutors do not consistently follow the policy on identifying and correcting learners' spelling and grammatical errors, slowing learners' progress.
- Learners work well individually and in small groups. Tutors encourage learners to listen to each other and respect each other's opinions and contributions to discussions. Tutors have established a culture in which learners show mutual respect and understand the importance of valuing diversity.
- In lessons, tutors promote and develop learners' understanding of diversity well, using innovative and fun activities. For example, to develop learners' understanding of hate crime against people with disabilities one subcontractor has developed a bingo activity, replacing the usual numbers with hate crime words and prompting good discussion within the group as each word is drawn.
- Most tutors rigorously apply a range of techniques to measure and validate the progress that learners on non-accredited courses are making. For a small minority of learners, tutors do not set sufficiently detailed targets for planning individual learning or measuring learners' progress. As a result these learners are unclear about the progress they are making from their starting points.

Personal development, behaviour and welfare are good

- Learners, many from marginalised communities, develop the skills, confidence and self-esteem to make better life choices. Learners on family-learning courses are better able to support their children's development through, for example, helping them with their homework and attending parents evenings. Learners on employability programmes or attending job clubs develop good job-search skills. They learn how to write an effective curriculum vitae and present themselves well at interviews.
- Tutors provide effective advice and guidance to new learners, ensuring that they are placed on the most suitable courses. Many prospective adult learners are referred to the service as a result of close working with partnership organisations such as children's centres. During their studies, learners receive further constructive advice and guidance on their future options. As a result, over a quarter of learners have revised their intended destinations and are more ambitious about their futures. Feedback from learners confirms that they are prepared well for their chosen destinations.
- Managers have designed provision which is closely focused on identified priority groups. The needs of learners in these groups are met well, through the use of a wide range of community-based venues and through strong working with subcontractors from the voluntary sector who specialise in engaging with and supporting people with specific needs. Many of those learners in need of the greatest support refer to their experience as being 'life-changing and transformational'.
- Learners have a good understanding of how to keep themselves safe, including the use of the internet and social media. Activities within class, and resources around the buildings, support learners' understanding of the dangers from radicalisation and extremism. Accommodation is frequently checked to ensure that it provides a safe learning environment. Staff encourage learners to improve their health and well-being in appropriate ways. For example, learners with learning difficulties understand and can talk with confidence about different aspects of healthy eating, why this is important and how they have improved their eating habits.
- Learners develop a good understanding of the rights and responsibilities of living in modern Britain. Ground rules set at the start of courses establish high expectations for mutual respect and tolerance. Many learners met during the inspection confirmed that for the first time they had been able to interact with, and consequently increase their understanding of and respect for, people from different cultures.
- Attendance and punctuality are good and have improved significantly since the previous inspection. Learners come well prepared for lessons, contribute well to activities, discussions and debates, and consequently enjoy their courses.

Outcomes for learners are good

- Learners, many with low prior achievements, make good progress while attending Lancashire Adult Learning. Few learners now leave their programmes early and retention rates have improved significantly.
- At the time of the previous inspection, the proportion of learners successfully completing and achieving their qualifications was in decline. The decline has been reversed and rapid improvement has led to the large majority of learners now being successful. Most learners in community learning complete their courses, and achieve their individual learning and personal goals.
- Learners improve their English and mathematical skills well, with most of the learners taking qualifications successfully achieving them. Learners for whom English is an additional language develop good language skills quickly, with the large majority successfully achieving their qualifications.
- The large majority of learners progress to further learning, employment and other positive destinations such as volunteering. Currently just over a third of those learners surveyed for their destinations have progressed into employment.
- There are no significant differences in the progress or achievement of groups of learners working towards qualifications. Most groups, for example ethnic groups, achieve better than the relevant national average. However, data for learners on non-accredited courses are not systematically analysed by different groupings of learners.

Provider details

Type of provider	Local authority
Age range of learners	19+
Approximate number of all learners over the previous full contract year	18,387
Principal/CEO	Amanda Melton
Website address	www.lancashire.gov.uk/adultlearning

Provider information at the time of the inspection

Main course or learning programme level	Level 1 or below		Level 2		Level 3		Level 4 and above	
	16-18	19+	16-18	19+	16-18	19+	16-18	19+
Total number of learners (excluding apprenticeships)	16-18	19+	16-18	19+	16-18	19+	16-18	19+
	N/A	1,962	N/A	50	N/A	N/A	N/A	N/A
Number of apprentices by apprenticeship level and age	Intermediate		Advanced		Higher			
	16-18	19+	16-18	19+	16-18	19+		
	N/A	N/A	N/A	N/A	N/A	N/A		
Number of traineeships	16-19		19+		Total			
	N/A		N/A		N/A			
Number of learners aged 14–16	N/A							
Funding received from	Skills Funding Agency (SFA)							
At the time of inspection the provider contracts with the following main subcontractors:	<ul style="list-style-type: none"> ■ Access Ability ■ Artfull – Express Yourself ■ Blackpool, Wyre and Fylde Volunteer Centre ■ Calico – Furniture Matters ■ Community Solutions North West ■ Disability Equality North West ■ Intact ■ Lancashire BME Network ■ Lancashire Women’s Centre ■ Lancaster CVS ■ More Music ■ UR Potential 							

Information about this inspection

Inspection team

Mike White, lead inspector	Her Majesty's Inspector
Shahram Safavi	Her Majesty's Inspector
Jean Webb	Ofsted Inspector
Heather Hartmann	Ofsted Inspector
Maggie Fobister	Ofsted Inspector

The above team was assisted by the associate principal of quality, resources and learning support services, as nominee, and carried out the inspection at short notice. Inspectors took account of the provider's most recent self-assessment report and development plans, and the previous inspection report. Inspectors used group and individual interviews, telephone calls and online questionnaires to gather the views of students and employers; these views are reflected within the report. They observed learning sessions, assessments and progress reviews. The inspection took into account all relevant provision at the provider.

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Report to Cabinet

Meeting to be held on Thursday, 12 May 2016

Report of the Director of Public Health

Electoral Divisions affected: All

Securing our Health and Wellbeing

(Appendix 'A' refers)

Contact for further information:

Dr. Sakthi Karunanithi, (01772) 537065, Director of Public Health and Wellbeing,
sakthi.karunanithi@lancashire.gov.uk

Executive Summary

The report describes the state of health and wellbeing, the inequalities and its determinants within Lancashire. It recommends key areas for action to improve health and wellbeing.

Recommendation

The Cabinet is asked to:

- (i) Note the publication of the annual public health report.
- (ii) Support the recommendations to improve health and wellbeing in Lancashire.

Background and Advice

Directors of Public Health in England have a statutory duty to write an Annual Public Health Report to describe the state of health and wellbeing within their communities. It is considered as an opportunity for advocacy to improve the health of the population.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management**Legal**

Publication of this report demonstrates the duty of the Director of Public Health under the Health and Social Care Act 2012.

Financial

There are no direct additional financial implications to the Council arising from this report. The report further supports the delivery of the draft corporate strategy.

List of Background Papers

Paper	Date	Contact/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A

Securing our Health and Wellbeing

Report of the Director of Public Health and Wellbeing
2016

Page 33



Preface



It is a well-known fact that Lancashire is the birthplace of the industrial revolution that began in the 18th Century. Our ancestors include some of the most hardworking and innovative people in the world. We have a rich and diverse heritage, culture, social capital and assets on which we have built our economy and health.

The responsibilities for protecting and improving the public's health were transferred back to Lancashire County Council in 2013. This means the public health functions have come home to the local government, since they left in 1974. Local government has an opportunity to embed public health objectives in everything it does – to address not just ill health prevention and influence the NHS but also promote what determines good health and wellbeing – education, skills, jobs, homes, healthy environments, transport, to name a few. We have already seen some success stories. For example, all the play areas in Lancashire have become smoke free in 2016 and there are many similar exemplars of good practice.

At the same time, there are new challenges. Our county is ageing and the burden of disease is on the rise. The economic downturn at the beginning of this century, the political choices being made by the UK government in allocating the scarce public resources

to address the structural deficit in our economy, and the impact this could have on our lives, and on the sustainability of public services including the NHS is a key concern.

Traditionally, the Directors of Public Health report progress on the recommendations made in their previous reports. As this is my first report covering 2013 – 2015, I have described what determines our health and wellbeing and made recommendations to protect and improve it. **I hope to draw your attention on three main issues – we have been adding years to our lives but not necessarily life to our years; addressing health inequalities needs action across the social gradient within our county and not just in the most deprived communities; and that protecting and promoting good health is not just a social issue but also crucial for our local and national economy.**

It is common knowledge that the financial resources within the public

sector, both nationally and within our county are not going to increase to meet the needs and demands of our changing demography. Having the focus on financial savings alone can distract organisations from improving health and wellbeing. Therefore, we need to relentlessly pursue the 'Triple Aim' of improving outcomes, enhancing quality of care and reducing costs at the heart of everything we do.

In order to pursue the 'Triple Aim' in our county, we need a strong and longer term political will to radically upgrade our efforts on prevention; we need fully engaged individuals, families, communities and businesses in improving wellbeing; and a workforce that embraces innovation and puts people and the places they live at the centre of everything they do. This report focusses on key actions we need to take on these areas.

The last County Medical Officer of Health Dr. Charles Henry Townsend Wade said in his annual report in 1973 "... my grateful thanks to all the staff... who

have continued to co-operate in the maintenance and advancement of the various services, whilst undertaking much work involved in the reorganisation". I'd like to echo his words and add that I am proud and privileged to be working with so many motivated and inspiring individuals across the county – politicians and professionals across various sectors alike.

My vision is to develop Lancashire into a safer, fairer and healthier place for our residents. I invite your feedback, debate, and ideas to shape this further and make the vision into a reality for the current and future generations. Together, let us make Lancashire the birth place for a wellbeing revolution in the 21st Century.



Yours sincerely,
Dr. Sakthi Karunanithi MBBS MD MPH FFPH
 Director of Public Health and Wellbeing



1 About Lancashire

Lancashire has an estimated population of 1.18 million spread over 2,900 km². The average population density (people per km²) is 408, compared to the North West average of 506 and an England and Wales average of 380¹.

The population is projected to increase 5.8% by 2037, with the number expected to reach 1.24 million. The estimated increases are lower than the average for the North West (7.9%) as a whole, and well below the expected increase for England of 16.2%.

At the district level, Hyndburn and Burnley are actually predicted to see small population decreases between 2012 and 2037, whilst Rossendale and Chorley are the only Lancashire authorities with projected increases in excess of 10%.

Analysis by age reveals that most of the age-groups between 0 and 64 years are predicted to decrease between 2012 and 2037. A substantial increase of over 50% is predicted in the over 65 age group. The number of people aged 90 years and older is projected to increase from

around 10,000 in 2012 to around 32,000 in 2037².

2011 census showed that the largest ethnic group is white (90%). The black and minority ethnic group (BME) makes up 8% of the population, the majority of this group were Asian/Asian British. Numerically, there were over 90,000 black minority ethnic people in the county. Three-quarters of the BME population reside in Preston, Pendle, Burnley and Hyndburn. Across England and Wales, the white population accounted for 86% and BME accounted for 14%.

There are wide variations in levels of income, wealth and health across the county. In more rural areas social exclusion exists side-by-side with affluence and a high quality of life. Several districts have small pockets of deprivation, but there are also larger areas of deprivation, particularly in east Lancashire, Morecambe, Skelmersdale and parts of Preston.

Further details of the demography and population projections can be accessed by clicking on Lancashire Insight - www.lancashire.gov.uk/lancashire-insight.aspx

Lancashire county has 12 district councils and neighbours the two unitary authorities of Blackpool and Blackburn with Darwen. There are six NHS clinical commissioning groups (CCGs) in the council area with one in each of the unitary councils. Lancashire is also served by five key NHS Trusts, over 250 GP practices and a similar number of pharmacies and a wide range of social care providers. A single fire and rescue service, constabulary and police and crime commissioner cover the whole of Lancashire. Key strategic partnerships in the county council area include a Health and Wellbeing board, a Children and Young People Trust Board, a Safeguarding Adults Board, a Safeguarding Children Board, and a Lancashire Enterprise Partnership. There are three main university campuses in the county and specialist agriculture and maritime college facilities.

¹ ONS, Mid-2014 Population Estimates

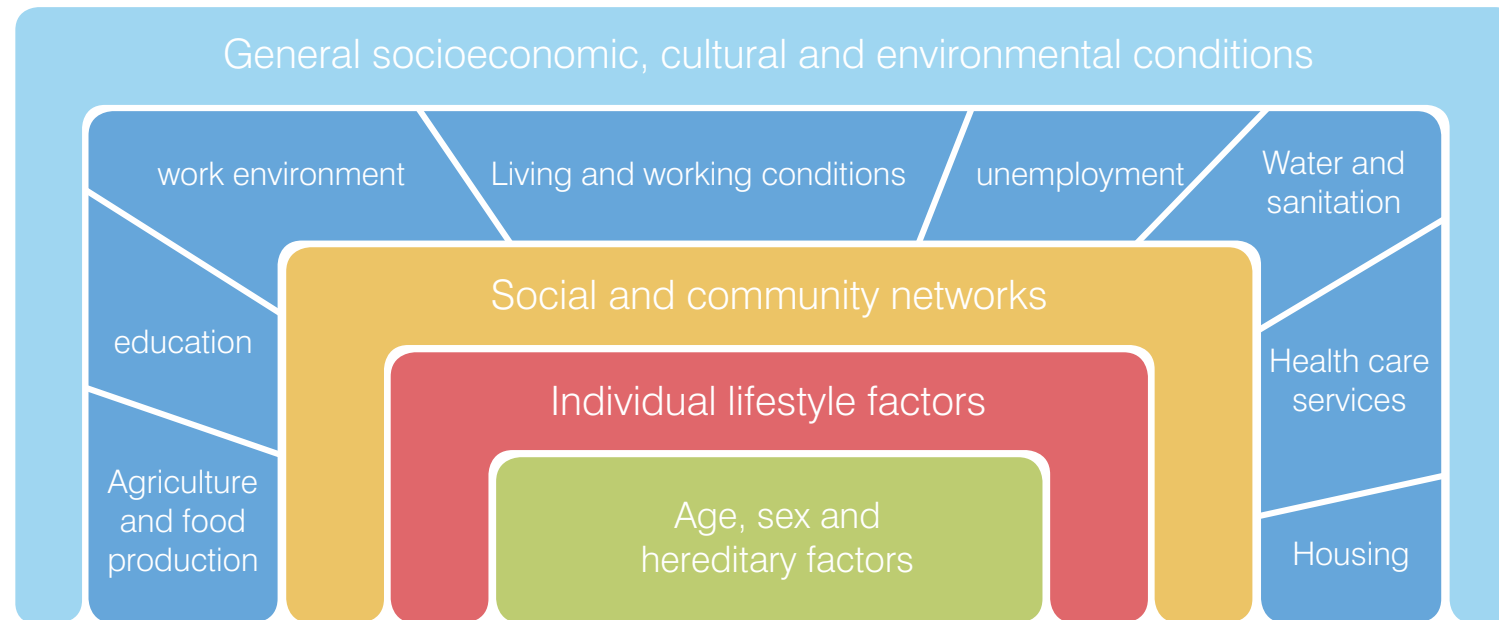
² ONS, 2012-based Sub-National Population Projections

2 The state of our health and wellbeing

Our health and wellbeing is determined not only by the quality of health and care services and lifestyle factors but also by a range of good health promoting factors including the conditions in which we are born, live and work – which are

referred to as the socioeconomic and environmental determinants (SEEDs) or root causes of health. An illustration of the determinants of health by Dahlgren and Whitehead (1992) is provided below. Therefore, it is all these determinants

that we need to act on to improve our health and wellbeing. Many of these are influenced by local and national government policies and programmes and not just by the NHS.



The Determinants of Health (1992) Dahlgren and Whitehead

An analysis of key measures of health and wellbeing and its determinants are presented in this report.

2.1 Life Expectancy and Healthy Life Expectancy

Life Expectancy (LE) and Healthy Life Expectancy (HLE) are well known global measures of health and wellbeing. The slope index of inequality in life expectancy and healthy life expectancy is a measure of variation between most deprived and least deprived areas.

The table below shows the female and male LE and HLE in Lancashire.

In summary, the life expectancy at birth for both females and males have been increasing over the years. However, there is a gap of 7.1 and 10.2 years between our least and most deprived areas for females and males respectively.

The gap between the female LE and the national average has also widened. None of the districts are significantly better than the national average. South Ribble, Ribble Valley, West Lancashire, and Fylde are similar to the national average and the rest are significantly worse than national average.

For male LE, Fylde, West Lancashire, and Chorley are similar to national average and the rest of the districts significantly worse than the national average

The average number of years a female child can expect to live in good health, otherwise called healthy life expectancy, is 62.4 years, meaning they will spend 19.7 years in not so good health.

The average number of years a male child can expect to live in good health, otherwise called healthy life expectancy, is 61.3 years, meaning they will spend 17.2 years in not so good health. HLE has been decreasing since 2009. It is significantly worse than England average.

	Female	Male
Life expectancy at birth in years (Lancashire)	82.1	78.5
Life expectancy at birth (England)	83.2	79.5
Gap between most and least deprived MSOAs in Lancashire	7.1	10.2
Healthy life expectancy at birth (HLE) in Lancashire	62.4	61.3
Healthy life expectancy at birth in England	63.9	63.3
Gap in HLE between most and least deprived MSOAs in Lancashire	15.6	15.8

We have been adding years to our lives but not necessarily life to our years. Healthy life expectancy in males has decreased since 2009. If not addressed, this is likely to affect the economy and productivity of our workforce.

2.2 Social, Economic, Environmental Determinants (SEEDs) of Health and Wellbeing

An independent review, led by Sir Michael Marmot examined the most effective evidence-based strategies for reducing health inequalities in England. The final report, 'Fair Society Healthy Lives', was published in February 2010, and concluded that reducing health inequalities would require action on six policy objectives:

- Give every child the best start in life.
- Enable all children, young people and adults to maximise their capabilities and have control over their lives.
- Create fair employment and good work for all.
- Ensure healthy standard of living for all.
- Create and develop healthy and sustainable places and communities.
- Strengthen the role and impact of ill-health prevention.

A framework of indicators, called Marmot Indicators, are published regularly for Local Authorities in England. Analysis of

data published in December 2015³ has identified that Lancashire is significantly better than the national average in the following areas:

- Good level of development at age 5 (%)
- Good level of development at age 5 with free school meal status (%)
- Long term claimants of Jobseeker's Allowance (rate per 1,000 population).

The analysis also identified that Lancashire is significantly worse than the national average in the following areas:

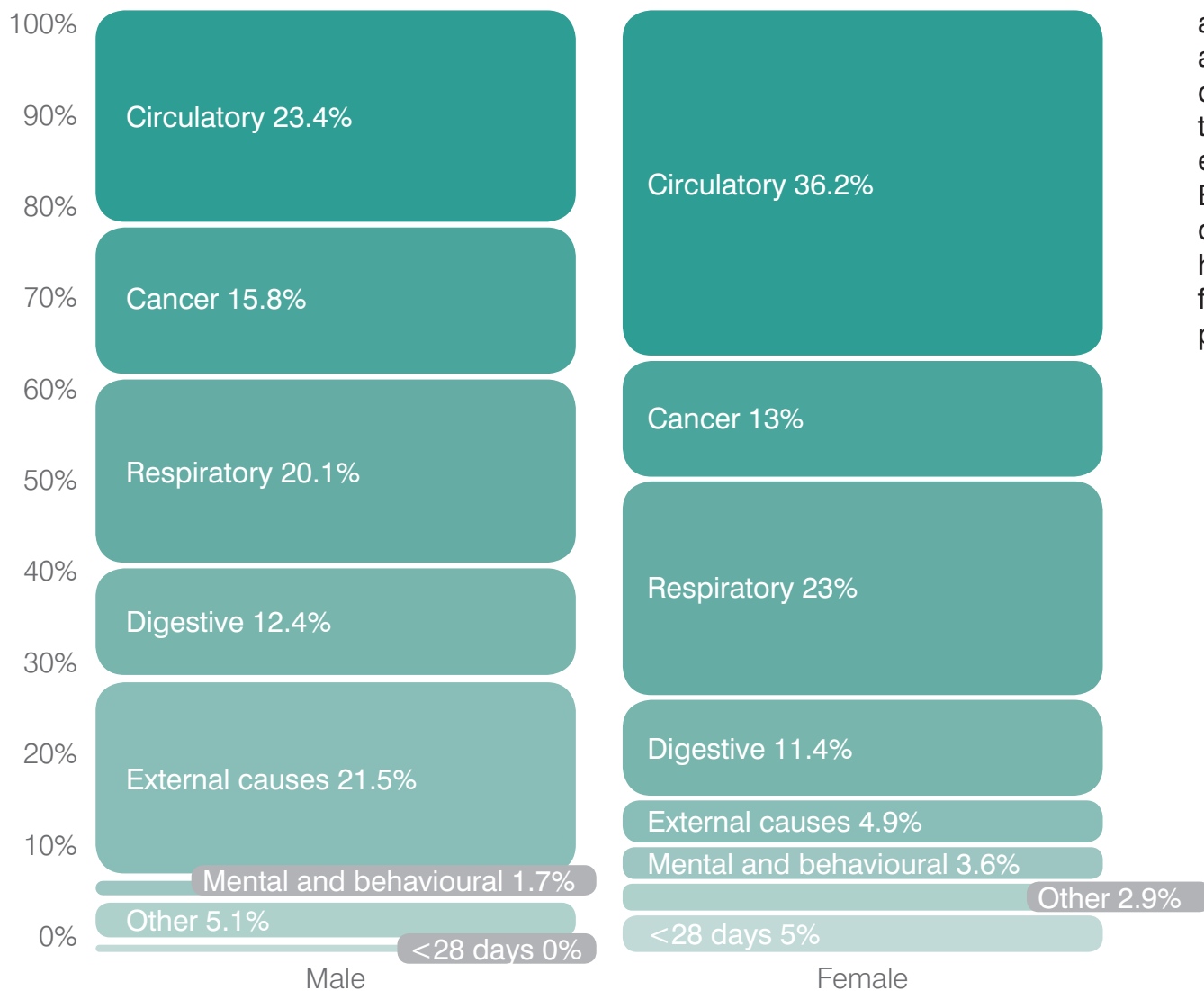
- Life expectancy and healthy life expectancy for females and males
- GCSE achieved 5A*-C including English & Maths with free school meal status (%)
- Fuel poverty for high fuel cost households (%).

It should be noted there is a significant variation between the districts within Lancashire. Any action to address the SEEDs of wellbeing need to focus on the areas that need the most support as well as improving them across the whole of Lancashire.

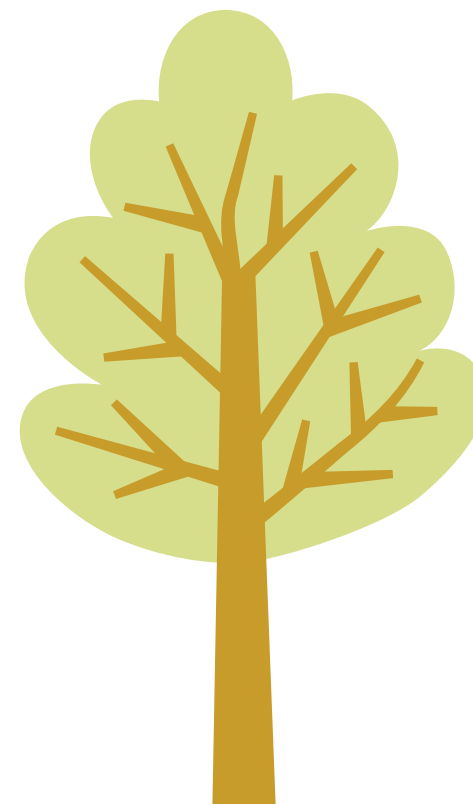
Analysis of causes of excess deaths (The Segment Tool) has been developed by Public Health England (PHE) to provide information on the causes of death that are driving inequalities in life expectancy at local area level. Targeting the causes of death which contribute most to the life expectancy gap should have the biggest impact on reducing inequalities. The following chart provides further information on the causes of death that are driving inequalities in life expectancy at Lancashire level. The tool also allows analysis at a district level.⁴



Chart showing the breakdown of the life expectancy gap between Lancashire as a whole and England as a whole, by broad cause of death, 2010-2012



The chart shows that circulatory diseases (includes coronary heart disease and stroke), cancer, respiratory and digestive diseases (includes alcohol-related conditions such as chronic liver disease and cirrhosis) are the major reasons for the gap in life expectancy between Lancashire and England. Of particular concern is the difference in gap caused by significantly higher proportion of external causes for men (include deaths from injury, poisoning and suicide).



The Table below shows further breakdown of the life expectancy gap between Lancashire as a whole and England as a whole, by broad cause of death, 2010-2012.

Broad cause of death	Male			Female		
	Number of deaths in local authority	Number of excess deaths in local authority	Contribution to the gap (%)	Number of deaths in local authority	Number of excess deaths in local authority	Contribution to the gap (%)
Circulatory	5,044	364	23.4	5,444	637	36.2
Cancer	5,183	211	15.8	4,533	80	13.0
Respiratory	2,492	334	20.1	2,819	385	23.0
Digestive	918	134	12.4	985	131	11.4
External causes	829	128	21.5	466	17	4.9
Mental and behavioural	880	23	1.7	1,875	74	3.6
Other	1,430	-69	5.1	2,101	-40	2.9
Deaths under 28 days	68	-2	..	65	12	5.0
Total	16,844	1,124	100	18,289	1,296	100

This means there were at least 2420 excess deaths in Lancashire between 2010 and 2012 compared to England average.

2.3 Analysis of inequalities within Lancashire⁵

Further local analysis of the inequalities within Lancashire is aimed to target specific actions in the areas causing the most inequalities. The table below describes the ten worst health inequalities in Lancashire.

The ten worst inequalities in health outcomes		
1	Diabetes	Those in the most deprived areas are over seven times as likely to die prematurely from diabetes as those in the least deprived areas.
2	Respiratory disease	Those in the most deprived areas are over four and a half times as likely to die prematurely from chronic obstructive pulmonary disease as those in the least deprived areas.
3	Digestive disease	Those in the most deprived areas are over three times as likely to die prematurely from chronic liver disease as those in the least deprived areas.
4	Mental health problems	Those in the most deprived areas are three times as likely to suffer from extreme anxiety and depression as those in the least deprived areas.
5	Lung cancer	Those in the most deprived areas are over two and a half times as likely to die prematurely from lung cancer as those in the least deprived areas.
6	Circulatory disease	Those in the most deprived areas are over two and a half times as likely to die prematurely from coronary heart disease, and over twice as likely to die prematurely from stroke as those in the least deprived areas.
7	Accidents	Those in the most deprived areas are over twice as likely to die prematurely as a result of an accident as those in the least deprived areas.
8	Quality of life	Those in the most deprived areas are over twice as likely to experience extreme pain and discomfort and over one and a half times as likely to have problems with mobility, self-care and performing usual activities as those in the least deprived areas.
9	Unplanned hospital admissions	Those in the most deprived areas are over one and a half times as likely to be admitted to hospital in an emergency as those in the least deprived areas. Those in the most deprived areas are over one and a half times as likely to be admitted to hospital in an emergency as those in the least deprived areas.
10	Narrow the gap in infant mortality	In the most deprived areas, babies up to one year old are over one and a half times as likely to die as those in the least deprived areas.

⁵ Based on new health inequalities analysis JSNA 2014. <http://www3.lancashire.gov.uk/corporate/web/?siteid=6117&pageid=35405&e=e>

2.4 Economy, Ill Health, Disability and State Pension Age

It is estimated that more than 130 million days are still being lost to sickness absence every year in Great Britain and working-age ill health costs the national economy £100 billion a year⁶. This is greater than the annual budget for the NHS in 2013/14 and comparable to the entire GDP of Portugal. The costs to the taxpayer – benefit costs, additional health costs and forgone taxes – are estimated to be over £60 billion.

It is estimated that the state pension age for children born in 2015 will be 68 years. It is therefore important to have as much a healthy and disability free life expectancy as possible during working age and before reaching the state pension age. Using raw data available at middle super output area (MSOA) level, it is estimated that a disability free life expectancy of over 68 years can be achieved in only 18 out of 154 MSOAs for females, and in 12 out of 154 MSOAs for males. This is an important

consideration for having a healthy and productive workforce in the future. We need to act now to create the conditions to have healthy working life for our population, particularly for our children.

2.5 Inequalities across the social gradient

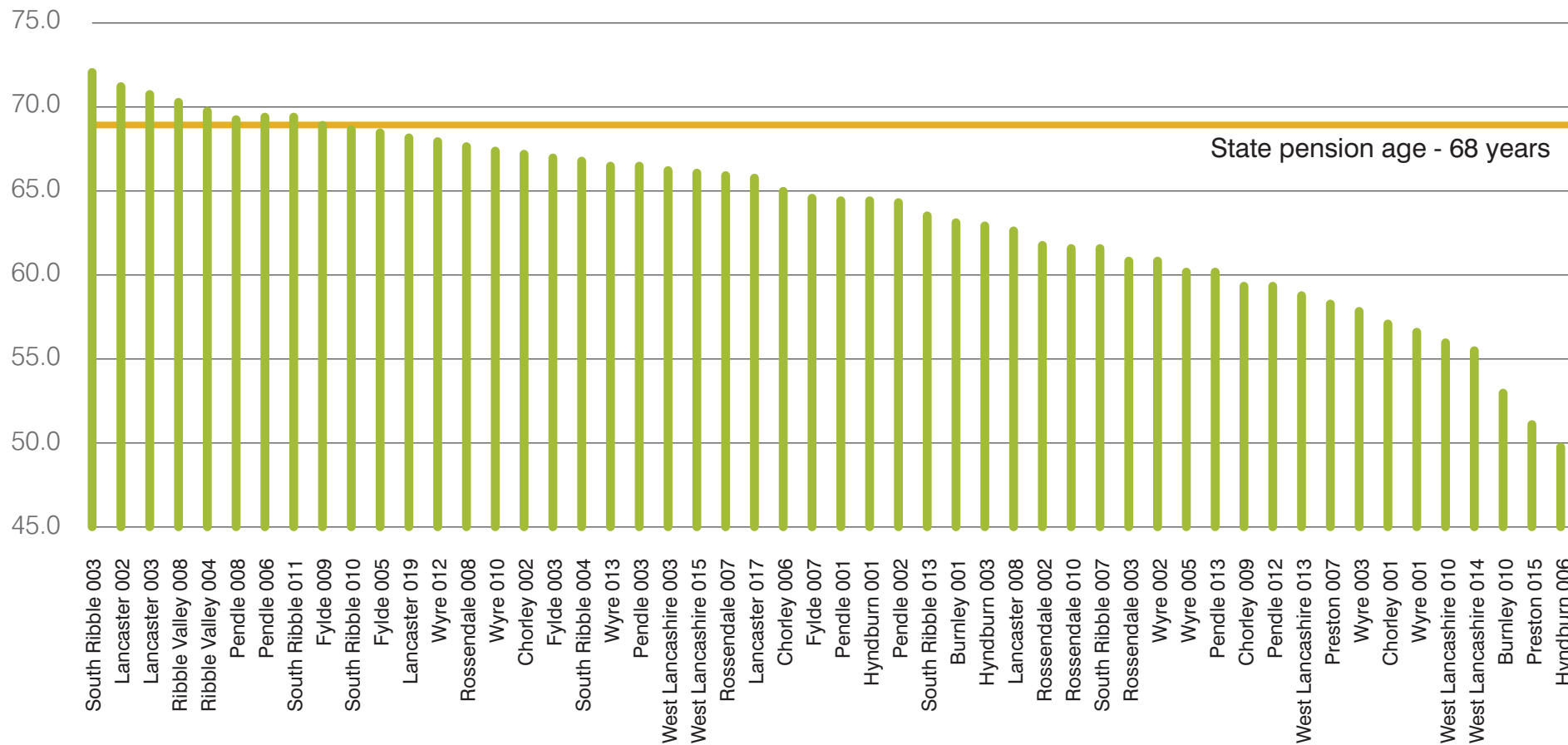
Another important consideration is that these inequalities are not just present within the most deprived and the rest of Lancashire. There is a gradient across the county based on the indices of deprivation. As an illustration, the bar chart shows the gradient female healthy life expectancy across the 154 MSOAs in Lancashire. Hence, improving the outcomes only in the most deprived areas of Lancashire will not be enough to improve the outcomes across the county. We need a response proportionate to the need in each of these geographical areas. In other words, we need proportionate universalism as described in the Fairer Society, Fairer Lives report by Sir Michael Marmot.



These inequalities are not just between the most deprived areas and the rest. In fact they exist across our social gradient. We need to up our game across all sections of our society.

⁶ <https://www.gov.uk/government/news/a-million-workers-off-sick-for-more-than-a-month>

Distribution of Female Healthy Life Expectancy across Lancashire



There is a strong commitment to tackle health inequalities in Lancashire. This was demonstrated by the Joint Strategic Needs Assessment of Health Inequalities conducted in 2009 and then repeated in 2014. Analysis of change in the gap show that the gaps in early deaths from diabetes has widened between 2009 and 2012 and the gap in some of the important causes of health inequalities such as income, fuel poverty and drinking alcohol at levels hazardous to health have also widened over the last three years. On the other hand, the gaps in anxiety and depression and early deaths from heart disease and stroke had narrowed; with rates in the most deprived parts of the population improving faster than the least deprived. This shows that it is possible to narrow the health gap with concerted co-ordinated efforts across partner organisations.

In addition, The Lancashire Fairness Commission was set up to provide an independent perspective on inequality in Lancashire and to make recommendations to increase fairness to Lancashire County Council and its partners. The commission reported in March 2015 and its recommendations can be found at <http://www.lancashire.gov.uk/media/584910/4000-Fairer-Lancashire-Fairer-Lives.pdf>

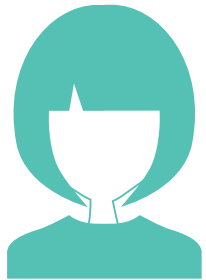


3 Healthier Lifestyles

It is estimated that around 40% of all deaths in England are related to lifestyles. The NHS spends more than £11bn a year on treating illnesses caused by the effects of diet, inactivity, smoking and drinking alcohol.

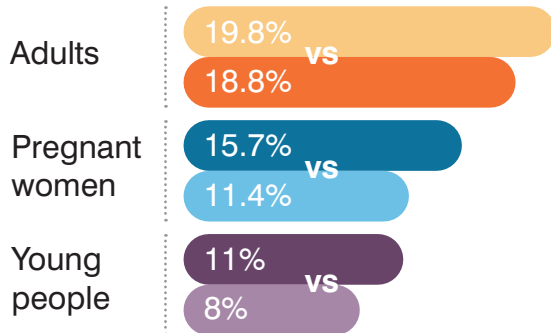
Key facts about lifestyles in Lancashire⁷

3.1 Tobacco



Tobacco smoking kills **1,673** adults aged 35 years and over in Lancashire each year

Smoking rates remain higher in Lancashire than nationally:



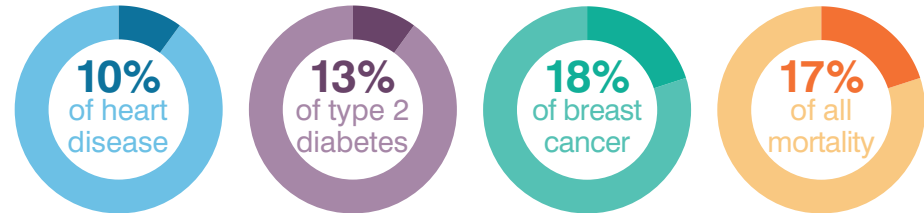
- Cost of smoking to society in Lancashire is £291.7 million each year, including £50 million NHS care
- A smoker of 20 cigarettes a day spends £2,800 a year, family where both parents smoke spend £5,600 a year
- Two-thirds of smokers (63%) want to quit and welcome support to do so.

3.2 Physical activity



Inactivity, described by the DH as a “silent killer,” directly costs the NHS across the UK an estimated **£1.06 billion**

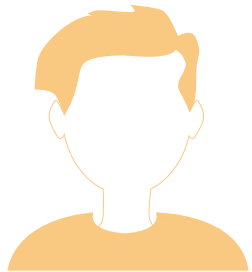
Estimates suggest that in England, physical inactivity causes



- Six districts in Lancashire are significantly worse than the national average in terms of children’s activity levels (England average 55.13%)
- In Lancashire, at a county level, the level of inactivity is 30.41% in adults.
- This amounts to 284 premature deaths per annum at a cost of £19,937,814.
- This percentage of inactivity in adults is significantly higher than the national average for England.

⁷ Various sources, including www.lancashire.gov.uk/JSNA

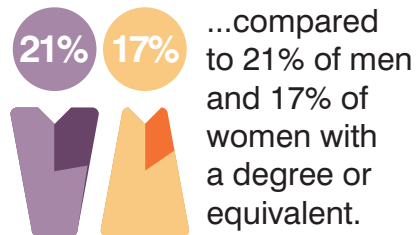
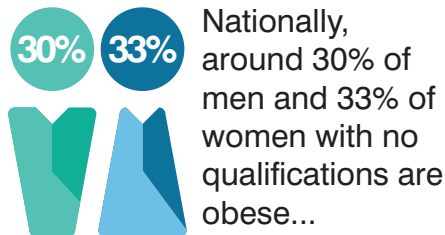
3.3 Overweight and Obesity



Each year, an estimated **£5.1 billion** is spent on obesity related health problems

- In Lancashire, the percentage of overweight and obese adults is higher than the national average by 0.9% (Lancashire, 64.7% compared to England 63.8%).
- Similarly, the percentage of overweight and obese children in reception (aged 4-5 years) is higher than the national average by 1.3% (Lancashire, 23.5% compared to England 22.2%).

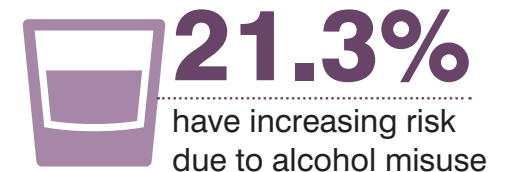
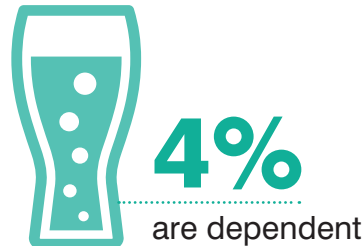
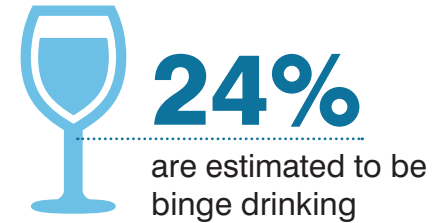
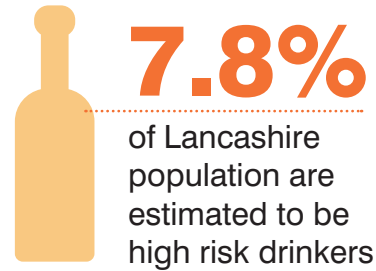
Obesity is known to be related to social disadvantage.



3.4 Alcohol



Alcohol misuse costs **£21 billion** per year in England (Lancashire £495m).



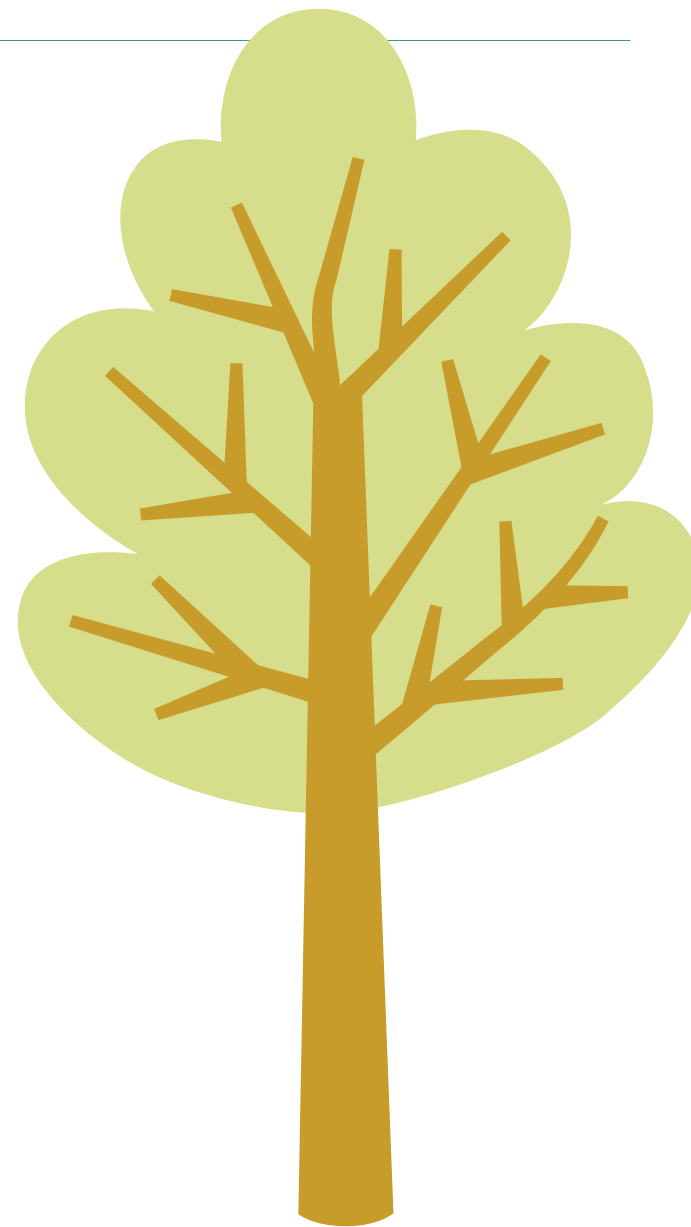
4 Economic case for prevention and early intervention

The National Institute for Health and Care Excellence (NICE) has examined the costs of ill health and advises that public health activities do save money by preventing premature death and reducing preventable diseases can boost the economy.

CIPFA estimates that £1 spent on prevention leads to savings of £5-6 to the public purse. It argues that this kind of “public pound multiplier” is due to the relatively inexpensive interventions that can mitigate the spiralling costs of acute care down the line. If this could be replicated throughout the NHS, the health service would eventually see a reduction in financial pressure.

Another study done by the Early Intervention Foundation shows that picking up the pieces from damaging social problems affecting young people such as mental health problems, going

into care, unemployment and youth crime costs the Government almost £17 billion a year⁸. Their analysis finds that almost a third of this bill came from the annual £5 billion cost of looking after children in care. An estimated further £4 billion a year is spent on benefits for 18-24 year-olds not in education, employment or training (NEET) with another £900 million spent helping young people suffering from mental health issues or battling drug and alcohol problems.



5 Opportunities for improving quality of care

The variation in quality of care across the NHS and the tools to address them have been published by the NHS Right Care programme. Together with the New Care Models, they are aimed to support the vision set out in the Five Year Forward View⁹ with its focus on the transformation of healthcare services to drive improvements in quality and efficiency.

The table provides a list of common areas of improvement across a range of disease pathways in Lancashire. The data packs for individual CCGs in Lancashire can be accessed here: <https://www.england.nhs.uk/resources/resources-for-ccgs/comm-for-value/nth-2016/#lan>

Disease pathway	Common themes for improvement across Lancashire
Cancer (Breast, Colorectal and Lung)	Breast screening, Bowel Cancer screening, early diagnosis and starting definitive treatment within 2 months.
Diabetes	Control of blood pressure and cholesterol Retinal screening
Common mental health conditions	Improving access to psychological therapy completion and demonstrating reliable improvement
Heart disease	Control of hypertension and high cholesterol
Stroke	Treatment of Transient Ischaemic Attack within 24 hours Patients with stroke spending 90% of the stay in a stroke unit Emergency readmissions within 28 days of discharge
COPD	Improving the identification of people with COPD on GP registers Measuring FEV1 to assess COPD
Asthma	Emergency admissions for children and young people (0-18)
Musculoskeletal	Management of osteoporosis EQ5D health gain for people undergoing hip and knee replacement Emergency readmissions within 28 days of discharge following hip replacement
Trauma	Falls in elderly, emergency readmissions within 28 days of discharge following hip fracture
Renal	Percentage of people with chronic kidney disease on home dialysis Percentage of people with renal replacement therapy who have renal transplant
Maternity and early years	Many areas have worse outcomes e.g. under 18 pregnancy, smoking during pregnancy, breast feeding at 6-8 weeks, childhood obesity at reception age, AE attendances for under 5s

⁹ <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>

5.1 Analysis of resources utilised in managing complex patients

Complex patients are individuals with multiple comorbidities that are likely to utilise most resources across programmes of care and the urgent care system. Understanding them can support local discussions in managing this cohort of the population via integrated care planning and supported self-management arrangements.

Nationally, it is estimated that 2% of patients comprise 15% of spend on inpatient admissions in 2013/14. Nationally the most common conditions of admissions for complex patients are circulation; cancer; and gastro-intestinal problems. Whilst this analysis only focuses on secondary care due to availability of data, it is expected that these patients are fairly representative of the type of complex patients who will require the most treatment across the health and care system. It is not possible to include analysis on mental health patients as they are not captured fully in these datasets.

Other key facts about the complex patients include:

- The average complex patient has 6 admissions per year for three different conditions (based on programme budget categories).
- 59% of these complex patients are aged 65 or over; 37% of these complex patients are aged 75 or over
- 13% of these complex patients are aged 85 or over; 92% of the complex patients also had an outpatient attendance during the year. Those patients had 13 attendances a year on average.

- 81% of the complex patients also had an A&E attendance during the year. Those patients had 4 attendances a year on average.
- The proportion of CCG spend on the 2% of their most complex patients is provided in the table below:

CCG	Number of patients	Proportion of CCG spend on their 2% most complex patients	CCG Spend in £'000
Lancashire North	498	16.5%	10,299
Fylde and Wyre	522	15.6%	10,233
Greater Preston	689	16.4%	13,444
Chorley and South Ribble	589	16.5%	12,167
East Lancashire	1,249	16.8%	25,775
West Lancashire	393	16.4%	7,635
Total	3,940		79,553

6 The funding and efficiency gap

It is estimated that there will be a gap between patient needs and NHS resources of nearly £30 billion a year by 2020/21. In Lancashire, there is an estimated funding gap in excess of £805 million between NHS, adult social care and public health budgets. This gap means that we cannot continue to deliver the services as they are organised and configured. We need to transform the way in which we involve individuals and local communities, address key lifestyle and behaviour change that is required as well as join up services with the needs of individuals and communities at the centre.

The NHS Five Year Forward View focusses on preventing ill health, redesigning more productive services, harnessing innovation and technology, transparency in understanding the spending patterns and maximising the value of the NHS budget as the main ways of closing the funding gap.



7 Strategic Opportunities in Lancashire

In spite of the challenges in outcomes, quality and costs, there are positive development happening across Lancashire to address these challenges. For example:

The NHS Five Year Forward View and the Sustainability and Transformation planning guidance has put prevention, a place based approach, and integration of health and social care at the centre. This is already emerging in the two Vanguard programmes (Lancashire North and Fylde and Wyre CCG areas) and similar programmes in other local health care economies.

Local Authorities and the wider public sector agencies are working more closely together. The formation of a Combined Authority will enhance the momentum in improving transport, housing and economic regeneration opportunities. This is a significant development towards reducing health inequalities.

Lancashire Constabulary, Office of the Police and Crime Commissioner, Lancashire Fire and Rescue Service, and the Lancashire schools forum have prioritised prevention and early intervention.

There is an enthusiastic VCFS sector and various new business models to mobilise individuals and communities for collective action on health and wellbeing are already emerging e.g. Lancashire time credits programme.

Lancashire County Council has put improving health and life chances of its residents at the heart of its evolving corporate strategy



8 Enabling innovation through our workforce and digital technology

8.1 A 21st Century workforce

As the public services reform and health and care integration takes hold, it is important to consider the skills and attributes of our workforce in Lancashire and beyond. The workforce needs to be enabled to make every contact with our residents count towards their wellbeing. This is particularly relevant for staff working with vulnerable and complex individuals and families where they need to act as the lead professionals. Research conducted by the Birmingham University has identified a series of characteristics which are associated with the 21st Century Public Servant¹⁰.

We need to embrace these attributes when considering our workforce development plans across the public sector.



8.2 The 21st Century Public Servant

- 1** is a municipal entrepreneur, undertaking a wide range of roles
- 2** engages with citizens in a way that expresses their shared humanity and pooled expertise
- 3** is recruited and rewarded for generic skills as well as technical expertise
- 4** builds a career which is fluid across sectors and services
- 5** combines an ethos of publicness with an understanding of commerciality
- 6** is rethinking public services to enable them to survive an era of perma-austerity
- 7** needs organisations which are fluid and supportive rather than silo-ed and controlling
- 8** rejects heroic leadership in favour of distributed and collaborative models of leading
- 9** is rooted in a locality which frames a sense of loyalty and identity

8.3 Harnessing the power of digital technology

Personalised Health and Care 2020 is a framework for action by the National Information Board to use data and technology to transform outcomes for citizens and patients. It describes that in the airline industry 70% of flights are booked online and 71% of travellers compare more than one website before purchasing. A paper ticket was once a critical 'trusted' travel document, yet today around 95% of tickets are issued digitally as e-tickets. In Britain we use our mobile phones to make 18.6 million banking transactions every week; automation of particular services has helped cut costs by up to 20% and improved customer satisfaction. More than 22 million adults now use online banking as their primary financial service¹¹.

In 2014 59% of all citizens in the UK have a smartphone and 84% of adults use the internet; however, when asked, only 2% of the population report any digitally enabled transaction with the health and care services. There is also evidence that people will use technology for health and care, given the opportunity. There are 40 million uses of NHS Choices every month, of which some 5 million are views by care professionals who regard this service as a trusted source of information and advice. The internet-based sexual and general health service, Dr Thom (now part of Lloyds online), has seen 350,000 individuals sign up as users.

In Airedale, West Yorkshire, care home residents have quickly embraced an initiative that gives them the opportunity to tele-access clinicians from the local hospital over a secure video link. A reduction in local hospital admissions

of more than 45% has been reported among that group of people.

Used appropriately, technology could help transform care via telehealth, telecare, mobile applications and social media, and by timely information sharing between care professionals. NHS FYFV and the Sustainability and Transformation Plan requires each area to develop a digital road map by June 2016.

¹¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/384650/NIB_Report.pdf

9 Key actions to secure our health and wellbeing

We need to develop Lancashire as a County of Wellbeing. It involves addressing the wider determinants of health and wellbeing, mobilising individuals and communities to develop resilience, achieving sustainable behaviour and lifestyle changes, and joining up our services at neighbourhood level with the needs of the individuals and families at the centre.

The following recommendations are

based on the analysis of the health outcomes and their determinants in Lancashire. They are aimed to promote wellbeing, prevent ill health and prolong quality of life. They cannot be solely achieved by a single organisation and therefore requires partnership working across Lancashire. They are intentionally broad and complement the start well, live well and age well elements of Lancashire's Health and Wellbeing strategy. They form the basis for public

health action and the prevention efforts across the public services. Implemented alongside other initiatives in the context of NHS Five Year Forward View and the Sustainability and Transformation Plan, they are highly likely to help achieve the Triple Aim in Lancashire. Progress on the recommendations will be reported in the subsequent reports of the Director of Public Health.

Create the conditions for wellbeing and health

- A Ensure a best start in life for our children and young people, including systematically implementing the healthy child programme¹² across Lancashire.
- B Achieve year on year improvement on all the Marmot indicators for socioeconomic and environmental determinants of health.
- C Systematically proliferate the grass roots community development approaches that we have already got to mobilise and build community capacity to improve our resilience, health and wellbeing.
- D Promote healthy living environments by addressing the variation in road safety (particularly for children), housing standards and fuel poverty, and access to green space, cycling and walking paths across Lancashire.
- E Facilitate the development of a Dementia Friendly Lancashire by supporting the dementia friendly communities and programmes to support raising awareness, early detection and supporting people with dementia.

Enable Sustainable behaviour and lifestyle changes

- F Continue to enable the citizens of Lancashire to adopt healthier lifestyles through a comprehensive behaviour change approach to tackle smoking, physical inactivity, obesity, alcohol consumption.
- G Promote workplace wellbeing by encouraging the businesses and other public sector bodies in Lancashire to adopt the workplace wellbeing charter.

¹² <https://www.gov.uk/government/publications/healthy-child-programme-rapid-review-to-update-evidence>

Ensure we have a joined up public service to provide right care at the right time at the right place

- H Adopt a neighbourhood based approach to identify delivery care, particularly in supporting the most vulnerable and complex individuals and families across all ages through a joined up targeted early help and crisis support across the public services sector.
- I Improve access to support emotional wellbeing of our children and young people and social isolation/loneliness in older people.
- J Support individuals with long term conditions and their carers with self-management tools to promote their independence and reduce emergency admissions.
- K Achieve continuous improvement on the quality of care and savings opportunities across the care pathways from prevention to end of life care, and supporting complex individuals as identified by the NHS Right Care programme.

Develop the right environment for public service innovation and improvement

- L Develop a digital roadmap that embraces the opportunities presented by the digital technologies, internet and the social media to achieve the Triple Aim.
- M Support the development of core competencies for place based working across the public sector workforce, including their ability to make every contact count to improve the wellbeing of the residents and communities they serve.

Report to the Cabinet

Meeting to be held on 12 May 2016

Report of the Head of Service Legal and Democratic Services

Electoral Division affected:
(All Divisions);

Report of Key Decisions taken by the Leader of the County Council and Cabinet Members

Contact for further information:

Janet Nuttall, Tel: (01772) 533110, Executive Support Officer,
janet.nuttall@lancashire.gov.uk

Executive Summary

Key Decisions taken by the Leader of the County Council, and Cabinet Members since the previous meeting of Cabinet. The Key Decisions set out below were considered by the Executive Scrutiny Committee at its meetings on 8 March 2016 and 12 April 2016.

Recommendation

Cabinet is recommended to note the Key Decisions detailed below.

1) Key Decision taken by the Leader of the County Council

The following decision was taken on 15 April 2016:

Provision of a Single Provider Framework for Consultancy Services to Lancashire County Council

The Leader of the County Council approved the recommendation as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains 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.

2) Key Decision taken by the Cabinet Member for Environment, Planning and Cultural Services

The following decision was taken on 30 March 2016:

Approval to Amend Adopted Route for the Penwortham Bypass

The Cabinet Member for Environment, Planning and Cultural Services gave approval to adopt and safeguard the amended route for the Completion of the Penwortham Bypass for development control purposes

3) Key Decisions taken by the Cabinet Member for Highways and Transport

The following decisions were taken on 14 April 2016:

Proposed 2016/17 Highway Maintenance, Road Safety and Public Rights of Way New Starts Capital Programme

The Cabinet Member for Highways and Transport:

- (i) Approved the criteria for project selection set out at Appendix 'A';
- (ii) Approved the proposed 2016-17 list of projects set out at Appendices 'B' to 'J' relating to; and
 - £20.454 million for highway maintenance
 - £0.5 million to address road safety issues
 - £0.5 million to address cycling casualties
 - £0.25 million to address structural repairs on the Public Rights of Way network
- (iii) Asked officers to bring forward additional schemes for funding from the cycling programme allocation once identified.

Local Priority Response Fund

The Cabinet Member for Highways and Transport confirmed the Cabinet Member's selection of schemes to be funded from the 2016/17 Local Priority Response Fund.

The following decisions were taken on 18 April 2016:

Proposed Waiting Restrictions on Bury Lane, Withnell, Doctors Lane, Eccleston, Drumhead Road, Chorley, Preston Road, Chisnall, and School Keep Clear Markings on Ridley Lane, Mawdesley and Fiddlers Lane, Clayton Le Woods

The Cabinet Member for Highways and Transport approved the proposed waiting restrictions and School Keep Clear markings.

Independent Connection Providers - Street Lighting Connection Framework

The Cabinet Member for Highways and Transport approved the recommendation as set out in the full report.

This report was dealt with Under Part II. The full report is not available for publication as it contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The following decision was taken on 21 April 2016:

A59 Derestricted Road Status, 40 miles per hour Speed Limit and Associated Revocations

The Cabinet Member for Highways and Transport approved the making and sealing of a Speed Limit Order which confirms derestricted road status (national speed limit applies) and 40 miles per hour speed limit on A59 (and associated revocations) as set out in the schedule.

List of Background Papers

Paper	Date	Contact/Tel
Reports of Key Decisions taken by the Leader of the County Council and Cabinet Members	25 March 2016 – 28 April 2016	Janet Nuttall, Legal and Democratic Services, (01772) 533110

Reason for inclusion in Part II, if appropriate

N/A

