Lancashire County Council

Cabinet Committee on Performance Improvement

Tuesday, 12th September, 2017 at 1.00 pm in County Mess - The John of Gaunt Room, County Hall, Preston

Agenda

Part I (Open to Press and Public)

No.   Item

1.   Apologies for Absence

2.   Disclosure of Pecuniary and Non-Pecuniary Interests

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

3.   Minutes of the Meeting held on 27th June 2017   (Pages 1 - 4)

4.   Road Safety in Lancashire   (Pages 5 - 26)

5.   Annual Reports on Complaints and Customer Feedback 2016/17   (Pages 27 - 56)

6.   Withdrawal from the European Union: Implications for Lancashire County Council   (Pages 57 - 68)

7.   Risk and Opportunity Register Quarter 2   (Pages 69 - 84)

8.   Quarterly Corporate Performance Monitoring Report – Quarter 1 2017/18   (Pages 85 - 98)

9.   Urgent Business

An item of Urgent Business may only be considered under this heading where, by reason of special circumstances to be recorded in the minutes, the Chairman of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Members' intention to raise a matter under this heading.

Lancashire
County
Council

10. Date of Next Meeting

The next meeting of the Cabinet Committee on Performance Improvement will be held on Wednesday, 6 December 2017 at 10.00am in Committee Room B – The Diamond Jubilee Room.

11. Notice of Intention to Conduct Business in Private

The meeting is likely to move into private session to consider the following report, and the public will be excluded from that part of the meeting. The reason for this is that the report will involve the disclosure of confidential and/or exempt information as defined within S100A(3) and Schedule 12A of the Local Government Act 1972. A final decision on whether the meeting shall move into private session will be taken during the meeting.

A notice was published in accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. No representations have been received in response to this notice.

12. Exclusion of the Press and Public

The Committee is asked to consider, whether, under Section 100A(4) of the Local Government Act, 1972, it considers that the public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part 1 of Schedule 12 to the Local Government Act, 1972 as indicated against the heading to the items, and that in all circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Part II (Not Open to Press and Public)

13. Update report on the performance of Lancashire County Council's waste management company and waste processing facilities   (Pages 99 - 108)

I Young
Director of Governance,
Finance and Public Services

County Hall
Preston

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Tuesday, 27th June, 2017 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Present:

County Councillor Geoff Driver CBE (Chair)

County Councillors

M Green K Iddon
C Crompton

1. **Apologies for Absence**

Members were welcomed to the meeting. It was confirmed that there were no apologies and members noted that County Councillor Keith Iddon replaced County Councillor Albert Atkinson.

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

There were no declarations of interest at this time.

3. **Minutes of the Meeting held on 7 March 2017**

Resolved: Minutes from the meeting held 7 March 2017 be confirmed and signed by the Chair.

4. **Risk and Opportunity Register Quarter 1**

Paul Bond, Head of Service Legal and Democratic Services, presented the report on the Risk and Opportunity Register to members. It was confirmed that there had been one addition (CR28) and no deletions to the register.

It was reported that the Risk and Opportunity Register was presented at the Audit and Governance Committee and it was requested at that meeting a further report be provided to the Audit and Governance Committee on the civil contingency/emergency planning.

Members were advised that currently the residual risk around emergency planning is less than 12 which is why it does not appear on this risk register.

In addition, members were informed that a Liquid Logic update report was presented at Audit and Governance Committee and a request was made at that meeting for a further report to be provided to the Audit and Governance Committee in September.

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Members requested further information around the potential impact of Brexit particularly in relation to current EU funding. It was confirmed that information would be requested to come back to the next meeting of the Committee.

Resolved: That:
  i.   The updated Risk and Opportunity Register be noted.
  ii.   Report be presented at the next meeting of the Committee around the potential impact of Brexit.

5.   Quarterly Corporate Performance Monitoring Report – Quarter 4 2016/17

Donna Talbot, Head of Service Business Intelligence, presented the Quarterly Corporate Performance Monitoring report for Quarter 4 to the Committee.

It was highlighted that in relation to the information provided around Child Protection Plans, additional contextual data including referral information would be presented in the next quarterly report.

In relation to the adoption figures reported, it was confirmed that further explanation and breakdown of measures was required to understand this data in more detail. It was agreed that further information would be provided in the next quarterly report.

It was also agreed that further information would be provided to members relating to the annual national adoption scorecard.

It was confirmed that the proportion of newly qualified social workers varied across Lancashire and that the Improvement Board was looking at this in greater detail.

The number of looked after children detailed in the report was confirmed to be all Lancashire children.

Members were advised that the increased rate of admissions to care homes was linked to levels of deprivation.

Ofsted Post Inspection Update

Amanda Hatton, Director of Children's Services provided an update to the Committee on the Ofsted post inspection work (outlined below):

- The next Ofsted monitoring visit will be on 25/26 July and would focus on children looked after.
- The action plan from the Practice Improvement Model was being reported to the 0-25 Board.
- In relation to Child Sexual Exploitation it was confirmed that Police had significant resources in different teams to support this work.

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- It was confirmed that the Ofsted rating would not be known until the next inspection although it was reported that the peer challenge later in year may give an indication.

Resolved: That;
   i.   The reported performance for Quarter 4 and the Ofsted post inspection update information and comments be noted.
   ii. The Access to Finance data be reviewed
   iii. Further information on debt management arrangements be provided
   iv. Report to the next meeting of the Committee on children killed or seriously injured be provided

6.   Urgent Business

There were no items of urgent business.

7.   Date of Next Meeting

The next meeting of the Committee is 12 September at 1pm, Cabinet Room B, County Hall, Preston

I Young
Director of Governance, Finance
and Public Services

County Hall
Preston

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Cabinet Committee on Performance Improvement
Meeting to be held on Tuesday 12th September 2017

Electoral Division affected:
(All Divisions)

Report presented by Head of Service Health Equity, Welfare & Partnerships
(Appendix 'A' refers)

Road Safety in Lancashire
Contact for further information:
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Executive Summary

This report summarises key road safety issues in Lancashire and identifies the actions being taken by Lancashire County Council and partners to reduce the number of road casualties in Lancashire.

The overall trend in number of people killed or seriously injured on the roads in Lancashire has been broadly in line with the downward national trend seen over the last 10 years; with the lowest number occurring in 2012. Subsequently, there has been an increase in the 2 years 2013 to 2014; followed by a levelling off, in line again with the national trend. Within that, the overall trend in fatally injured casualties in Lancashire has mirrored the national trend over the last 10 years; although in both cases the rate of decrease has stalled since 2012.

The report also summarises trends in terms of mode of transport, ages and geographic distribution of casualties, together with information about when casualties are occurring, and the factors that contribute to road casualties, with 'failed to properly look' the single most important factor identified.

The report also discusses the current information available about 20 mph limit areas, the role of Lancashire Road Safety Partnership, and the key actions that are being taken to reduce road casualties by Lancashire County Council and partners.

Recommendation

The Cabinet Committee on Performance Improvement is requested to provide feedback, and endorse the actions being undertaken to reduce casualties on Lancashire roads.

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1. Background and Advice

This report provides an overview of road safety in Lancashire. Lancashire County Council is a partner of, and works closely with, the Lancashire Road Safety Partnership which is established on a pan Lancashire geography, including the local authority areas of Blackburn with Darwen and Blackpool Councils. In particular, the Partnership works to reduce the number of people killed and seriously injured (KSI) on the roads of Lancashire, including the motorway network.

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This report utilises the information available about road casualties on a pan Lancashire geography (Lancashire 14), whilst identifying interventions that are pertinent to the administrative area of Lancashire County Council.

The more detailed statistical information on casualty trends and profiles in Lancashire is provided at Appendix A.

1.1 Overall Context

Great Britain has injury rates among the lowest in Europe, yet despite this, the main results underpinning the most recent Department for Transport (DfT) annual report (2015) shows a total of 1,730 people were killed, and 22,144 people were seriously injured in reported road traffic accidents in England, Wales and Scotland.

The DfT suggests that there is no single underlying factor that drives road casualty numbers; instead, there are a number of influences, including:

- The distance people travel (which is partly affected by economic circumstances)
- The volume and mix of transport modes used
- Behaviour of drivers, riders and pedestrians
- Mix of groups of people using the road (e.g. changes in the number of newly qualified or older drivers)
- External effects such as the weather, which can influence behaviour (for instance, encouraging / discouraging travel, or closing roads) or change the risk on the roads (by making the road surface more slippery)

It is very difficult to disentangle many of these factors between years. In particular, road casualty data only gives a limited amount of information about behaviour changes, and it is very rare to be able to identify such changes between individual years. Hence, it is important to consider the data in terms of trends, rather than by year to year variation.

Comparing the data locally, the overall trend in number of KSI casualties in Lancashire has been broadly in line with the downward national trend seen over the last 10 years; with the lowest number occurring in 2012. Subsequently, there was an increase in the 2 years 2013 to 2014; followed by a levelling off, in line again with the national trend. Within that, the overall trend in fatally injured casualties in Lancashire has mirrored the national trend over the last 10 years; although in both cases the rate of decrease has stalled since 2012. The overall trend in the number of pedal cyclist KSI casualties has increased both nationally and across Lancashire over the last 10 years; and in particular during 2013 and 2014. However, both nationally and locally, cycle mileage is reported to have increased over this time.

The overall trend in pedestrian KSI casualties decreased both nationally and locally between 2007 and 2013; with pedestrian KSI casualties across Lancashire showing a slight year on year increase since 2013, whilst the national trend in general levelling.

The overall trend in car occupant KSI casualties shows a decrease both nationally and locally over the years 2007 to 2012; although since 2012 this casualty group shows an increase in Lancashire, whilst nationally the numbers of such casualties have remained broadly similar.

The overall trend in Powered 2 Wheel (P2W) KSI casualties has decreased nationally, but locally remained broadly similar over the last 10 years; with variations year to year and an overall increase since 2010.

1.2 Who are the Casualties in Lancashire?

More detailed analysis of the ages of the KSI casualties in Lancashire indicates high numbers of younger adult casualties in general, and in particular relating to car occupancy.

Pedestrian casualties are particularly prevalent amongst school aged children with the younger secondary school aged children having the highest numbers of pedestrian casualties.

Pedal cyclist casualties are spread across the age groups from secondary school aged children to those aged in the late fifties.

Casualties amongst P2W users show two distinct groupings, the most significant number being young riders aged between 16 – 24 years, followed by those between 40 and 54 years of age.

The more vulnerable road users i.e. pedestrians, cyclists and P2W account for 62% of KSI casualties.

1.3 Where are the Casualties in Lancashire?

Casualties are broadly distributed across Lancashire in line with density of population, demographic age profiles and volumes of traffic, with the highest absolute number of killed and seriously injured casualties by district occurring in Lancaster in the 5 years 2012 to 2016.

Approximately 62% of KSI collisions occur on roads with 30mph speed limits; 19% occurring on roads with 60mph speed limits; and the remainder recorded as distributed across 20mph, 40mp, 50mph and 70 mph limits.

1.4 When are Casualties Occurring in Lancashire?

The month of year with the highest number of cumulative KSI casualties is July; with casualties predominantly occurring during the autumn months.

The number of KSI casualties by day of the week shows little variation.

Most casualties occur in the afternoon/evening peak travel period, corresponding to school closing times and through the general commute home between 3pm and 6pm.

1.5 Why are Road Casualties Occurring in Lancashire?

After an injury collision is reported to the police, a contributory factor may be assigned if the officer considers it has either possibly or definitely contributed to the collision occurring.

Factors Contributing to KSI Casualties (Lancs 14) 2012 to 2016

Rank	Frequency	Contributory Factor	Attributed to
1	1255	Failed to properly look	Driver/Rider
2	694	Failed to judge other persons path/speed	Driver/Rider
3	650	Loss of control	Driver/Rider
4	582	Poor turn	Driver/Rider
5	494	Failed to look properly	Pedestrian
6	411	Careless/reckless/hurrying	Driver/Rider
7	359	Travelling too fast for conditions	Driver/Rider
8	239	Impaired by alcohol	Driver/Rider
9	208	Speeding	Driver/Rider
10	203	Slippery road due to weather	Road Environment
11	198	Crossing road masked by stationary vehicle	Pedestrian
12	186	Careless/reckless/hurrying	Pedestrian
13	174	Learner driver	Driver/Rider
14	171	Failed to judge vehicles path/speed	Pedestrian
15	164	Sudden breaking	Driver/Rider
16	154	Other	Unknown
17	148	Illness/disability	Driver/Rider
18	136	Swerved	Driver/Rider
19	133	Aggressive driving	Driver/Rider
20	132	Stationary vehicle	Driver/Rider
21	108	Road layout	Road Environment
22	98	Impaired by alcohol	Pedestrian
23	92	Disobeyed give way	Driver/Rider
24	91	Too close to cyclist, horse or pedestrian	Driver/Rider

Whilst the most frequently recorded contributory factor is 'failed to properly look', the majority of collisions have multiple contributory factors recorded, and are a coming together of circumstances, behaviours and errors. As examples, there could be a combination of 'failed to judge other person's speed' and 'speeding' or a combination of 'slippery road due to weather' and 'driving too fast for conditions'.

Factors contributing to collisions resulting in fatalities more frequently include 'speeding', 'impaired by alcohol' and 'illness/disability' than KSI collisions in general.

1.6 20mph Limit Areas

Sign-only 20mph limit areas were introduced across the main residential areas of Lancashire between 2010 and 2014.

Academic evaluation of casualty data has not been undertaken in relation to the 20mph areas in Lancashire, and hence it is difficult to draw any conclusive findings. However, based on data obtained from 1 January 2007 to 30 June 2016, the average number of casualties per year has been calculated. Data was analysed where there was casualty information available for at least one year after implementation, which equated to 242 areas in Lancashire. The 'before implementation' data is an annual average based on three year casualties. The 'after implementation' data is the annual average of the casualty data for three years after implementation. Where three years data was not available, the data available was multiplied up pro rata.

Lancashire – 20 mph Limit Areas and Casualty Numbers

Casualty	Average Number of Casualties per Year Before Implementation	Average Number of Casualties per Year After Implementation	% Change
All Ages - All Severities	575.7	530.4	- 8%
All Ages - KSI	85.0	91.0	+7%
Child - All Severities	131.7	102.8	- 22%
Child - KSI	24.3	23.3	- 4%
All Age Pedestrian - KSI	42.0	37.8	- 10%
Child Pedestrian - KSI	18.7	16.4	- 12%
All Age Pedal Cyclist - KSI	11.3	17.3	+ 53%
Child Pedal Cyclist - KSI	5.0	3.9	- 22%

Available post implementation data shows an overall slight decrease in casualties of 8%, but with an increase in those killed and seriously injured by 7%; and with child casualties decreasing by a larger proportion.

All pedestrian casualties have reduced (all age and child); all age pedal cyclist KSIs have increased, with child pedal cyclist KSIs reducing, in the context of an increase in cycling over this period.

Factors Contributing to KSI Collisions within 20mph Areas in Lancashire (post implementation)

Rank	Frequency	Contributory Factor	Attributed to
1	503	Failed to properly look	Driver/Rider
2	181	Failed to judge other persons path/speed	Driver/Rider
3	176	Failed to look properly	Pedestrian
4	158	Poor turn	Driver/Rider
5	145	Careless/reckless/hurrying	Driver/Rider
6	104	Loss of control	Driver/Rider
7	85	Crossing road masked by stationary vehicle	Pedestrian
8	70	Stationary vehicle	Driver/Rider
9	64	Careless/reckless/hurrying	Pedestrian
10	63	Travelling too fast for conditions	Driver/Rider
11	59	Disobeyed give way	Driver/Rider
12	58	Failed to judge vehicles path/speed	Pedestrian
13	53	Impaired by alcohol	Driver/Rider
14	46	Speeding	Driver/Rider
15	42	Slippery road due to weather	Driver/Rider
16	40	Learner driver	Driver/Rider
17	39	Other	Driver/Rider
18	36	Dangerous action in carriageway	Pedestrian
19	36	Junction overshoot	Driver/Rider
20	31	Sudden breaking	Driver/Rider

Whilst the most frequently recorded contributory factor is 'failed to properly look', again, the majority of collisions have multiple contributory factors recorded, and are a coming together of circumstances, behaviours and errors. Speeding ranks 14th in the above table of contributory factors in Lancashire.

National research has been commissioned into the effectiveness of 20mph areas in terms of average speeds, perceptions of safety and propensity to walk and cycle rather than purely casualty numbers per se. The interim results have been presented to the Parliamentary Advisory Council for Transport Safety, with the final report expected during 2017.

Key provisional findings from the national study include:

- 20mph limits are generally supported by residents and drivers, particularly once they have been implemented.

- The majority of residents are thought to be aware of the 20mph limit in their street; but some residents are perceived to be unaware and are therefore unlikely to have changed driving behaviour or perceived any benefits.
- 20mph limits have had limited impact on driving behaviour (in terms of speed, traffic flow and driver consideration) – most residents and drivers do not perceive an improvement.
- Two-thirds of drivers report that they are now more aware of hazards and risks.
- Half of drivers feel that the new limit is frustrating; although only a third of residents reported seeing evidence of this.
- 20mph limits are perceived to be beneficial for pedestrians, cyclists and residents; and the questionnaire results suggest a small number of residents are walking and cycling more in some of the case study locations.
- 20mph limits are also perceived to be beneficial for the local community, although it is unclear whether there are additional benefits in addition to those associated with pedestrians and cyclists.

It is anticipated that the final report will provide an evaluation of the effectiveness of 20mph limit areas nationally.

2. Lancashire Road Safety Partnership

Membership of Lancashire Road Safety Partnership (LRSP) comprises Lancashire County Council, Blackpool and Blackburn with Darwen Councils, Lancashire Constabulary, Lancashire Fire & Rescue Service, Highways England and the Office of the Police & Crime Commissioner. The partnership has appointed a Partnership Co-ordinator and Analyst to support evidence based, development and delivery of the road safety strategy.

2.1 Towards Zero Lancashire

Towards Zero Lancashire: Road Safety Strategy for Lancashire sets out the partnership response to improving road safety. The overarching framework was agreed by the Road Safety Partnership Executive in the autumn of 2016. The strategy is built on the principles of the 'Safe System' approach and the belief that no one should be killed or seriously injured as a result of using the road – 'vision zero'. The strategy identifies the following aims:

1. Reduce road traffic fatalities by user group and age
2. Reduce severity and numbers of road traffic injuries by user group and age
3. Improve outcomes for vulnerable road users
4. Improve and change road safety attitudes and behaviours

The strategy identifies the following priorities:

1. Coordinated and evidence based response to road safety (Evidence)
2. Enabling, engaging and educating individuals and communities to influence road user attitudes and behaviour (Education & Engagement)
3. Intelligence led enforcement (Enforcement)

4. Engineering for safety (Engineering)

3. Interventions to Reduce Road Casualties of All Ages & Road User Types

Education& Engagement

- Media & Campaigns: Working with the Lancashire Road Safety Partnership and LCC Corporate Communications, to maximise opportunities to engage with residents of Lancashire through a range of local and social media, highlighting local issues and supporting national road safety campaigns.

- A suite of e-learning modules is currently under development to engage with the working age population through employers. It aims to equip participants to change behaviours such as failing to look properly, driving at inappropriate speed and driving under the influence of alcohol and/or drugs.

- Driving for Better Business is a programme that is currently under development locally to promote best practice and the business benefits of safe travel among those driving for work.

- Lancashire Constabulary offers a range of retraining courses to motorists committing offences in the Lancashire area, including the National Speed Awareness Course.

Engineering

- An annual programme of engineering interventions targets collision hot spots. Projects are determined by analysing collision data and applying an approved criteria to maximise the return on investment. The cycle network in Lancashire is under further development, together with local safety schemes incorporating pedestrian crossings and signage to protect vulnerable road users.

- Department for Transport Safer Roads Bid: In November 2016 the DfT announced an additional £175m of funding over a four year period to target England's fifty most dangerous local roads. The routes were identified by the Road Safety Foundation, with five in Lancashire:

  - A588 from Skippool to Lancaster
  - A6 from M6 Junction 33 to Lancaster City Centre
  - A581 from Rufford to Euxton
  - A682 from Barrowford to Long Preston
  - A683 from Lancaster to Kirkby Lonsdale

  Highway Authorities have been invited to bid for funding to improve safety on these roads. Working with the Road Safety Foundation the five routes identified above have been reviewed to identify safety measures already in place and then using the Foundation's road safety software system, a range of potential further engineering interventions have been suggested.

Officers are currently considering the suggested measures, with a view to submitting a bid for funding to the DfT at the end of September 2017.

Enforcement

- Excessive speed is identified as a factor contributing to KSI collisions in Lancashire. Working in partnership with Lancashire Constabulary all reports about inappropriate speed are investigated and locations are prioritised for mobile speed enforcement. Where enforcement is not prioritised the County Council works with communities to provide Speed Indicator Devices (SPIDs), Community and School Roadwatch and /or further signage to encourage appropriate speed for the road.

- Average Speed Cameras: The Lancashire Road Safety Partnership selected 8 routes in the county for average speed solutions based on both speed and casualty data. These are the first average speed routes in the county and national research suggests that the expected number of people killed or seriously injured on these routes could reduce by up to 39%. Early indications are that compliance levels are high on routes where there are live cameras in Lancashire.

  Work began in January 2017, with all routes estimated for completion by the end of 2017:

  - A565 Southport New Road – cameras installed
  - A6 London Road, Preston – cameras installed
  - A675 Belmont – cameras installed
  - A682 Gisburn Road, Pendle - installation underway
  - A588 Head Dyke Lane, Pilling - installation underway
  - B6232 Grane Road, Haslingden - installation underway
  - A59 Brockholes Brow, Preston - installation to commence September 2017
  - A583 Preston New Road - installation to commence October 2017

Lancashire Constabulary enforcement activities address driving offences of all types, improving safety for all road users. Intensive campaigns are carried out periodically to target specific behaviours such as drink driving and mobile phone use.

3.1 Interventions to Reduce Child Casualties in Lancashire

While absolute numbers of children killed and seriously injured on Lancashire's roads are low when compared to other age groups, the rate per head of population for child KSIs in Lancashire remains above the national average.

Education & Engagement

- The Safe & Healthy Travel Team continues to pro-actively target and engage with schools in areas where child casualties are high, encouraging participation in road safety education and activities to prevent child casualties.

- School Crossing Patrols: There are currently 333 active school crossing points in Lancashire, where children are supervised to cross the road safely.

- 'Let's Look Out for Each Other' child pedestrian safety campaign: This campaign has been developed further to an analysis of the locations and circumstances of collisions involving children aged 0-15 years across Lancashire; and a study of the behaviours most frequently resulting in children being killed or seriously injured on the roads. The 'Let's Look Out for Each Other' campaign focuses on engaging with parents and carers to reinforce road safety education, highlighting specific actions which can be taken.

  The campaign is has been intensively targeted in areas where the highest number of child pedestrian casualties have been recorded i.e. Pendle, Hyndburn, Burnley, and Preston. The campaign launched in July and will run until the end of September 2017.

- Early Years (0-4 years): Children's Centres, private nurseries and child minders across Lancashire have received an updated copy of the Little Safety Stars road safety toolkit, enabling partners and professionals to deliver road safety messages in a structured format against Early Years Foundation Stage guidelines.

- In-Car Safety events continue to be delivered in districts where there are higher numbers of child car occupant casualties. During these events up to 70% of child car seats have been found to be inappropriate or incorrectly fitted. The Safe & Healthy Travel Team are also now working with health visitors to promote in-car child safety to new and expectant mothers.

- Right Start pedestrian training for Key Stage 1: continues to be delivered to primary schools across Lancashire, in addition to providing resources to encourage walking and other forms of active travel to school. During 2016/17 this programme was delivered by trained volunteers to 17,255 pupils. Additional promotion has taken place during 2017 to encourage participation by all schools in areas where there are the highest number of child casualties.

- A Key Stage 2 classroom workbook has been developed to help children learn more about road and cycling safety prior to taking part in Bikeability training. This has been distributed to schools across Lancashire and is also now available on-line.

- Bikeability Cycle Training: DfT funding of over £1m has been secured, enabling the delivery of Bikeability training across Lancashire until April 2020. This practical training is delivered to children in Year 6 prior to transition to high school, when risks to both pedestrians and cyclists increase as children begin to

travel independently over greater distances. Around 10,000 children participate in Bikeability training each year in Lancashire.

- Scooting: In response to the increasing popularity of scooting among young children, and in anticipation of a possible rise in associated casualties, a 'Scoot Safe' training package has been developed. The videos enable schools to deliver practical training sessions and documentation to support the planning and safe effective delivery of the training.

- The Safer Schools Moodle, an interactive on-line learning platform, continues to undergo further development, and contains a range of resources to encourage safe/active travel to school including films, lesson plans, activities and practical training.

- Parking A-Boards are provided to schools across Lancashire to support schools in addressing illegal and inappropriate parking. To support schools with the use of the A-Boards online resources have been created on the Safer Schools Moodle.

- Crime and antisocial behaviour on the bus network is addressed by two Police Community Support Officers (PCSOs) employed within the Safe and Healthy Travel team. In addition to direct interventions with individual pupils, the PCSOs organise transition events in conjunction with bus operators, delivering key bus safety messages to Year 7 pupils during the autumn.

- Lancashire Fire and Rescue Service and the Lancashire Road Safety Partnership Co-ordinator have developed 'Road Sense' for delivery to primary school children in year 6 across Lancashire, before transition to high school.   This is an interactive road safety intervention which focuses on safe independent travel. A follow up activity workbook to enable pupils to plan and practice a safe journey to high school is subsequently provided.

3.2 Interventions to Reduce P2W Casualties in Lancashire

Education& Engagement

- BikeSafe is a national initiative run by police forces, aimed at reducing casualties by giving motorcyclists the opportunity to review their existing riding skills. The sessions cover skills such as positioning, group riding and hazards, and are followed by an observed ride that offers practical information at a follow up debrief.
- The Lancashire Road Safety Partnership is planning a targeted social media campaign aimed at young riders (aged 16-19 years) in early October 2017 to provide information about the risks they face, and how to minimise them e.g. through the use of appropriate protective clothing. The message will be reinforced through local colleges.

- Biker Down is a free training course run by bikers for bikers of all ages and experience. The course offers people the opportunity to learn practical skills to

help avoid being involved in a crash, as well as essential first aid training and advice on what to do should they find themselves first on the scene of an accident where someone is injured. The course draws on the expertise of the emergency services and RoSPA Advanced Drivers and Riders (RoADAR) Riders Group and is co-ordinated by Lancashire by the Fire & Rescue Service.

3.3 Interventions to Reduce Young Driver Casualties in Lancashire

Education& Engagement

- Wasted Lives: This programme addresses the 'Fatal 4' (speed, seatbelts, driving under the influence of alcohol and/or drugs, and distractions). It empowers young people to take action as passengers and have awareness of risks before they learn to drive.

  Since 2008 Wasted Lives has been delivered to 77,000 young people (age 15-24) in Lancashire. The Fire and Rescue service is aiming to deliver the programme to every year 11 pupil in the county.

- Safe Drive Stay Alive stage presentation covers the real life consequences of taking risks on the roads. This session is emotion based and gives young people an insight into the experiences of police, fire, ambulance and bereaved family members who all share their stories. Since 2015 Safe Drive Stay Alive has been delivered to 13,000 college age young people.

3.4 Interventions to Reduce Cycling Casualties

Education & Engagement

- The successful DfT Access Fund bid to increase cycling and walking has facilitated the provision of adult cycle training courses in East Lancashire.

- Lancashire Constabulary has launched a Safe Passing Distance campaign & community engagement activity to increase driver awareness of the recommended passing distance of 1.5m or more.

- The Lancashire Road Safety Partnership supports and promotes cycling safety campaigns via social media.

Engineering

- Ongoing development and implementation of capital schemes in support of cycling continues.

3.5 Interventions to Reduce Older Road User Casualties

Education & Engagement

- Travel4Life resources are being developed, promoting lifelong safe and independent mobility. Following consultation with the Lancashire 50+ Forum, an interactive presentation has been developed and will be available for delivery to groups from autumn 2017.

- Are Your Eyes Fit to Drive?: The Safe & Healthy Travel team provides information to encourage drivers to have regular eye tests, and is working with NHS England to promote National Eye Health Week 18-24 September 2017.

- A Pedestrian Safety Campaign is planned for delivery in autumn 2017, given the trend for increasing older pedestrian casualties during November and December.

- A pilot older road users half day road safety event is planned by Lancashire Road Safety Partnership for delivery in November 2017, with further events to follow should the evaluation be positive.

- Driver Training: Lancashire Constabulary has relaunched Drive Safely for Longer, a practical refresher course for drivers over 60 years. The course is designed to give drivers confidence in their skills as well as refresh participants on some aspects of the law and the Highway Code.

3.6 Future Plans to Reduce Road Casualties

- Working with partners to improve the quality of data, and conduct more detailed analysis, such as the profiling of demographic groups and behaviours, to facilitate more accurate targeting of campaigns.

- Vehicle safety can be a contributory factor in collisions and also has a significant impact on the severity of injuries sustained by casualties. Lancashire Road Safety Partnership plans to work with Highways England to promote vehicle checks, safe maintenance of vehicles and ensuring vehicles are prepared for winter.

- Further direct engagement with high schools to deliver road safety education in areas with a high rate of pedestrian casualties amongst those aged 11-15 years.

- Promote access to and utilisation of the road safety elements of the Safer Schools Moodle.

- Develop and promote a community based approach to encourage residents to take responsibility for looking after themselves and each other on the road network.

- Improve the accessibility of information about the incidence, locations, types and causes of collisions at a local level.

Excessive speed is identified as a factor contributing to KSI collisions in Lancashire, with a large number of Lancashire residents also contacting the Council, either directly or through an elected Member, to raise their concerns. Currently the capacity of the Safe & Healthy Travel team to respond to these concerns appropriately, whilst also delivering strategic activity to reduce road casualties, is challenging. As a consequence a review of capacity, policy and procedure regarding speed management and associated customer service is under consideration.

Consultations

N/A

Implications:

N/A

Risk management

N/A

List of Background Papers

	Date	Contact/Tel
Paper		

Reason for inclusion in Part II, if appropriate

N/A

Casualty Data Analysis

1.1 National and Local Context

KSI Casualties, Lancs 14 and Great Britain; 2007-2016 (Fig 1)
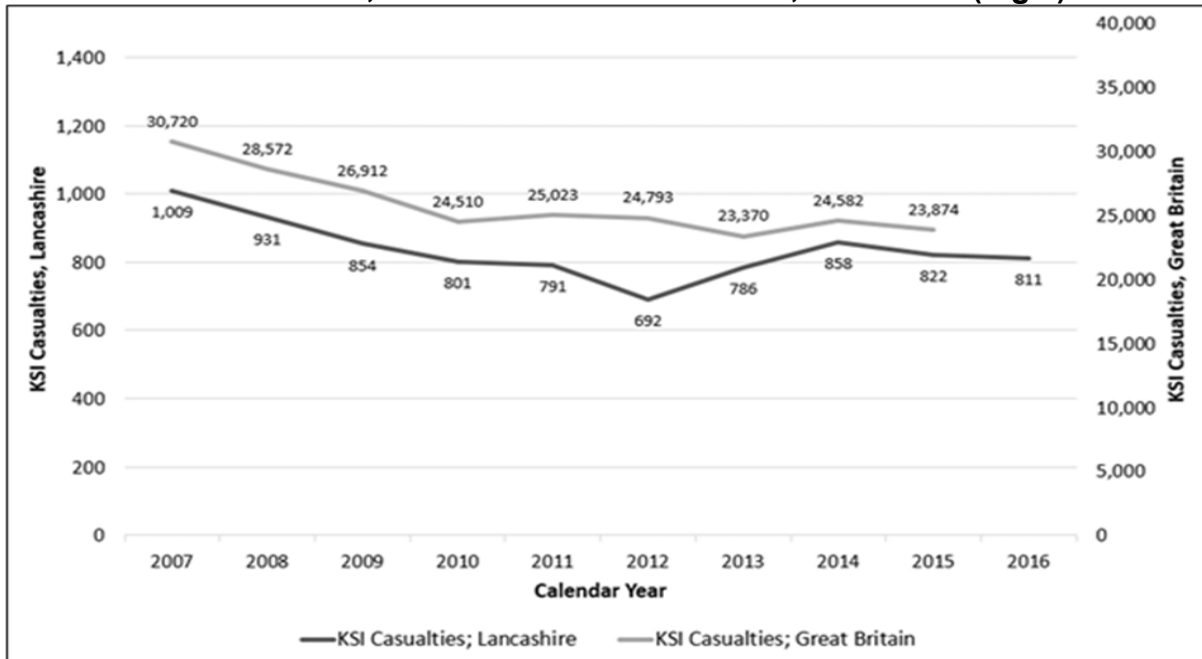
The overall trend in number of KSI casualties in Lancashire has been broadly in line with the downward national trend seen over the last 10 years; with the lowest number occurring in 2012. Subsequently there was an increase in the 2 years 2013 to 2014; followed by a levelling off, in line again with the national trend.
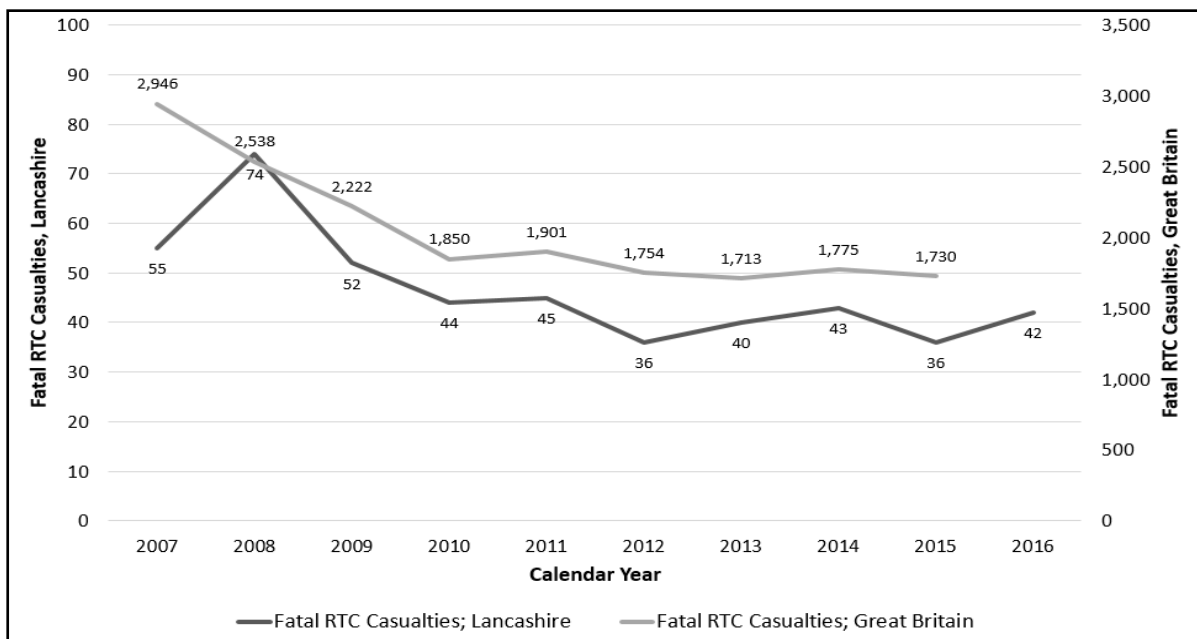
Fatally Injured Casualties, Lancs 14 and Great Britain; 2007-2016 (Fig 2)

Similarly the overall trend in fatally injured casualties in Lancashire has mirrored the national trend over the last 10 years; although in both cases the rate of decrease has stalled since 2012.

**Pedal Cyclist KSI Casualties, Lancs 14 and Great Britain; 2007-2016 (Fig 3)**
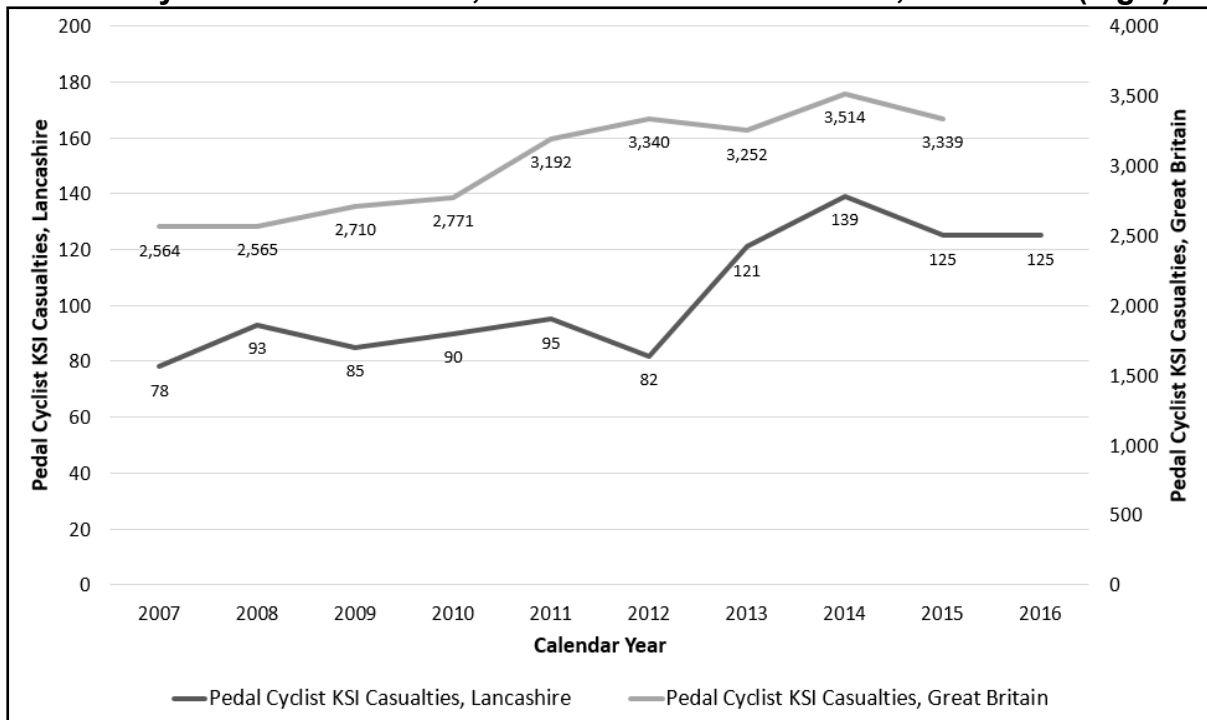
The overall trend in number of pedal cyclist KSI casualties has increased both nationally and across Lancashire over the last 10 years; and in particular during 2013 and 2014. Both nationally and locally, cycle mileage is reported to have increased over this time.

Pedestrian KSI Casualties, Lancs 14 and Great Britain; 2007-2016 (Fig 4)
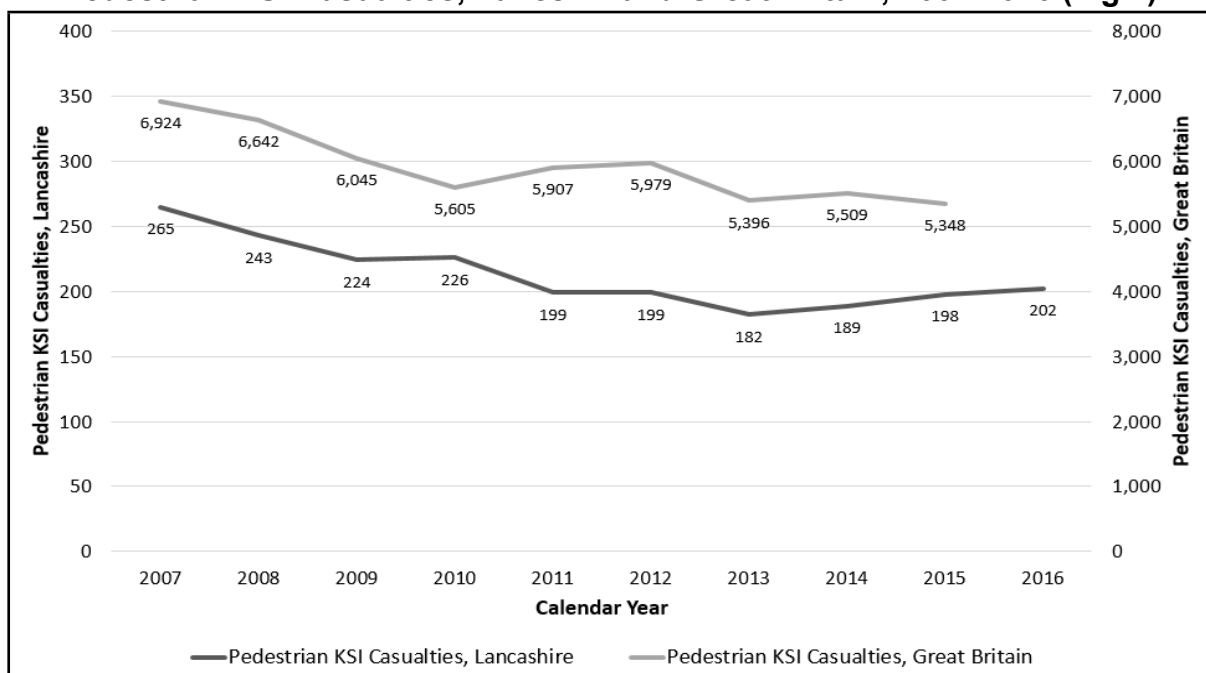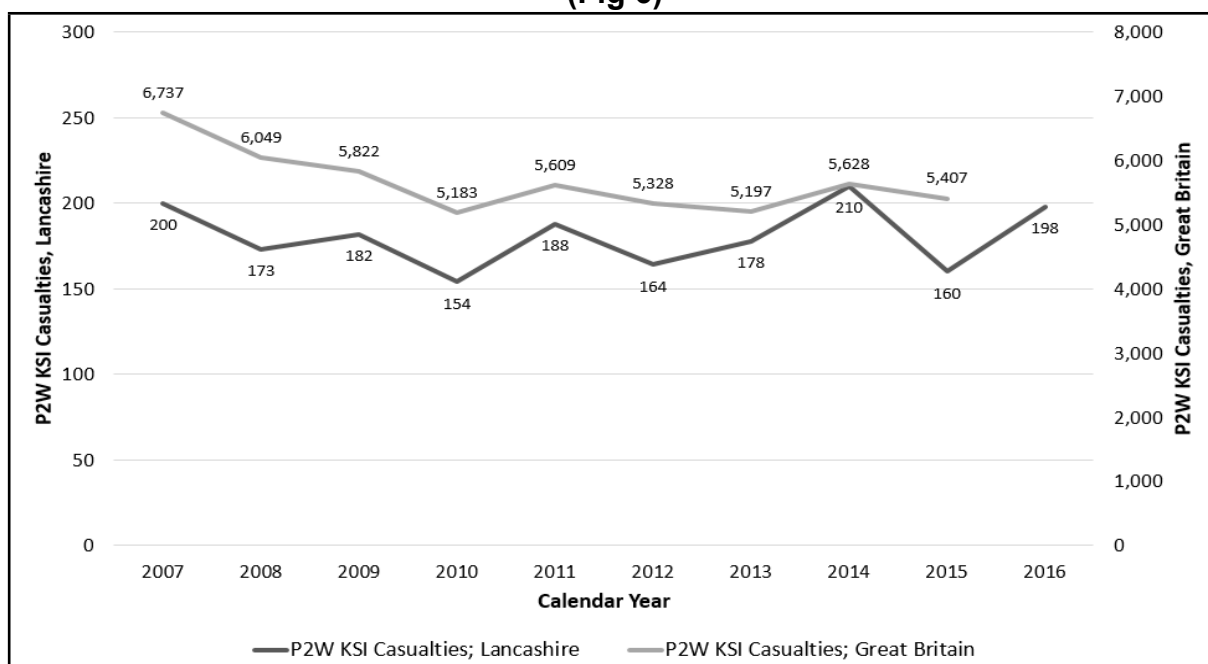
The overall trend in pedestrian KSI casualties decreased both nationally and locally between 2007 and 2013; with pedestrian KSI casualties across Lancashire showing a slight year on year increase since 2013, whilst the national trend in general levelling.

Car Occupant KSI Casualties, Lancs 14 and Great Britain; 2007-2016 (Fig 5)
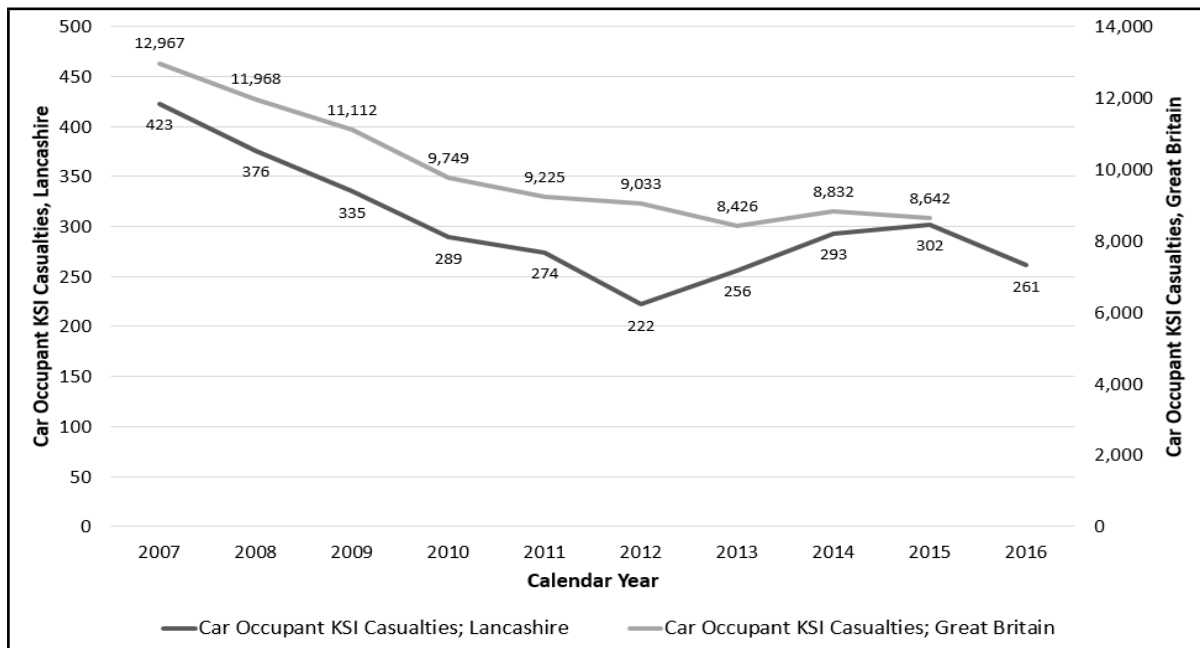
The overall trend in car occupant KSI casualties shows a decrease both nationally and locally over the years 2007 to 2012; although since 2012 this casualty group shows an increase in Lancashire, whilst nationally the numbers of such casualties have remained broadly similar.
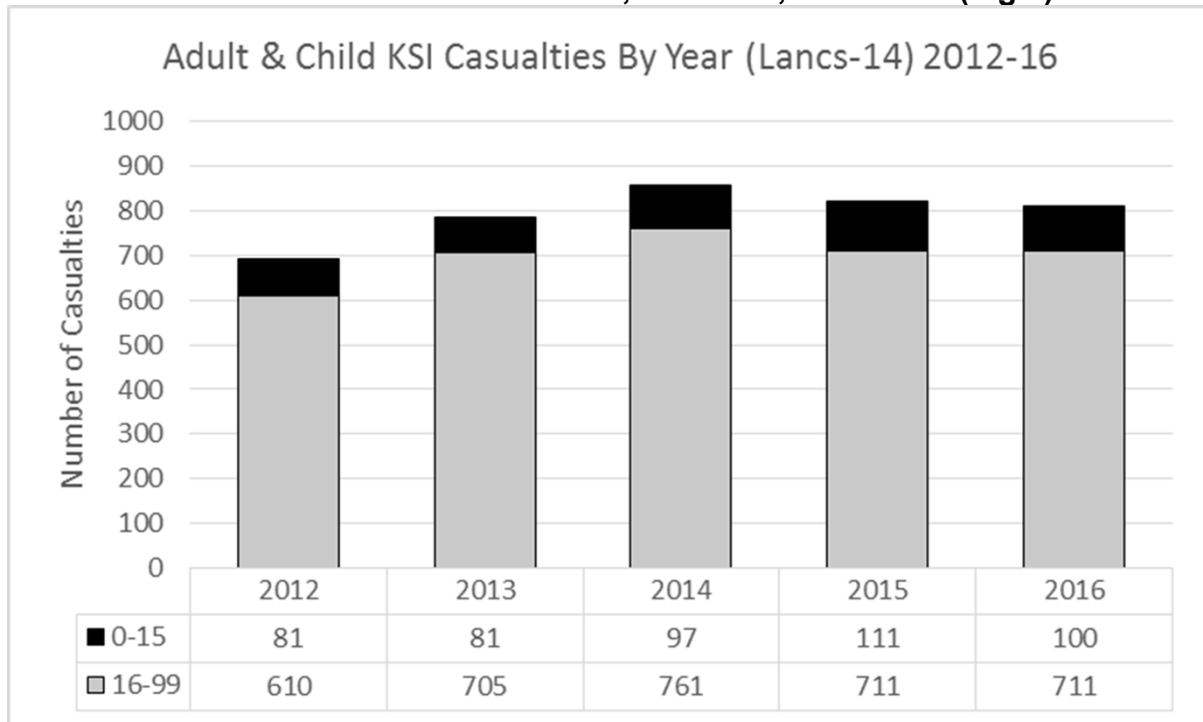
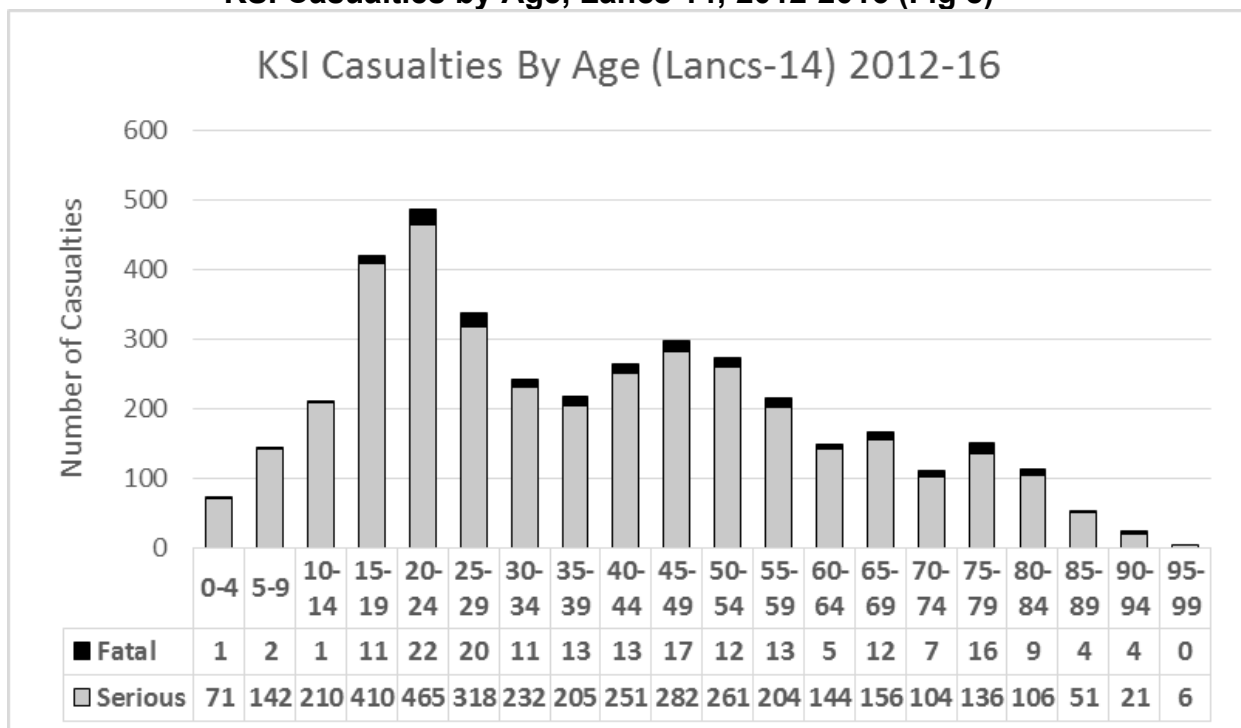**Powered 2 Wheel (P2W) KSI Casualties, Lancs 14 and Great Britain; 2007-2016 (Fig 6)**

The overall trend in P2W KSI casualties has decreased nationally, but locally remained broadly similar over the last 10 years; with variations year to year and an overall increase since 2010.

1.2 Who are the Casualties in Lancashire?

Adult and Chid KSI Casualties, Lancs 14; 2012-2016 (Fig 7)

Adult & Child KSI Casualties By Year (Lancs-14) 2012-16

	2012	2013	2014	2015	2016
■ 0-15	81	81	97	111	100
☐ 16-99	610	705	761	711	711

KSI Casualties by Age, Lancs 14; 2012-2016 (Fig 8)

KSI Casualties By Age (Lancs-14) 2012-16

	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84	85-89	90-94	95-99
■ Fatal	1	2	1	11	22	20	11	13	13	17	12	13	5	12	7	16	9	4	4	0
☐ Serious	71	142	210	410	465	318	232	205	251	282	261	204	144	156	104	136	106	51	21	6

More detailed analysis of the ages of the KSI casualties in Lancashire indicates high numbers of younger adult casualties in general and in particular relating to car occupancy.
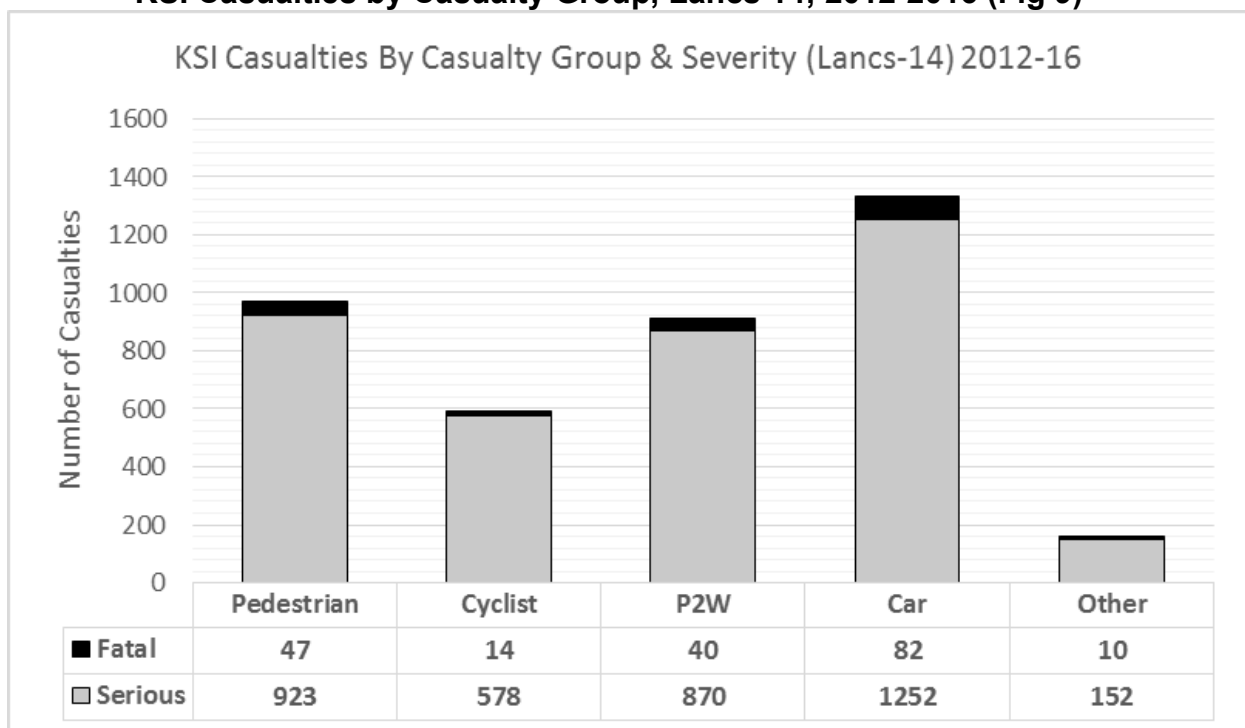
Pedestrian casualties are particularly prevalent amongst school aged children with the younger secondary school aged children having the highest numbers of pedestrian casualties.

Pedal cyclist casualties are spread across the age groups from secondary school aged children to those aged in the late fifties.

Casualties amongst P2W users show two distinct groupings, the most significant number being young riders aged between 16 – 24 years, followed by those between 40 and 54 years of age.

The more vulnerable road users i.e. pedestrians, cyclists and P2W account for 62% of KSI casualties.

KSI Casualties by Casualty Group, Lancs 14; 2012-2016 (Fig 9)

KSI Casualties By Casualty Group & Severity (Lancs-14) 2012-16

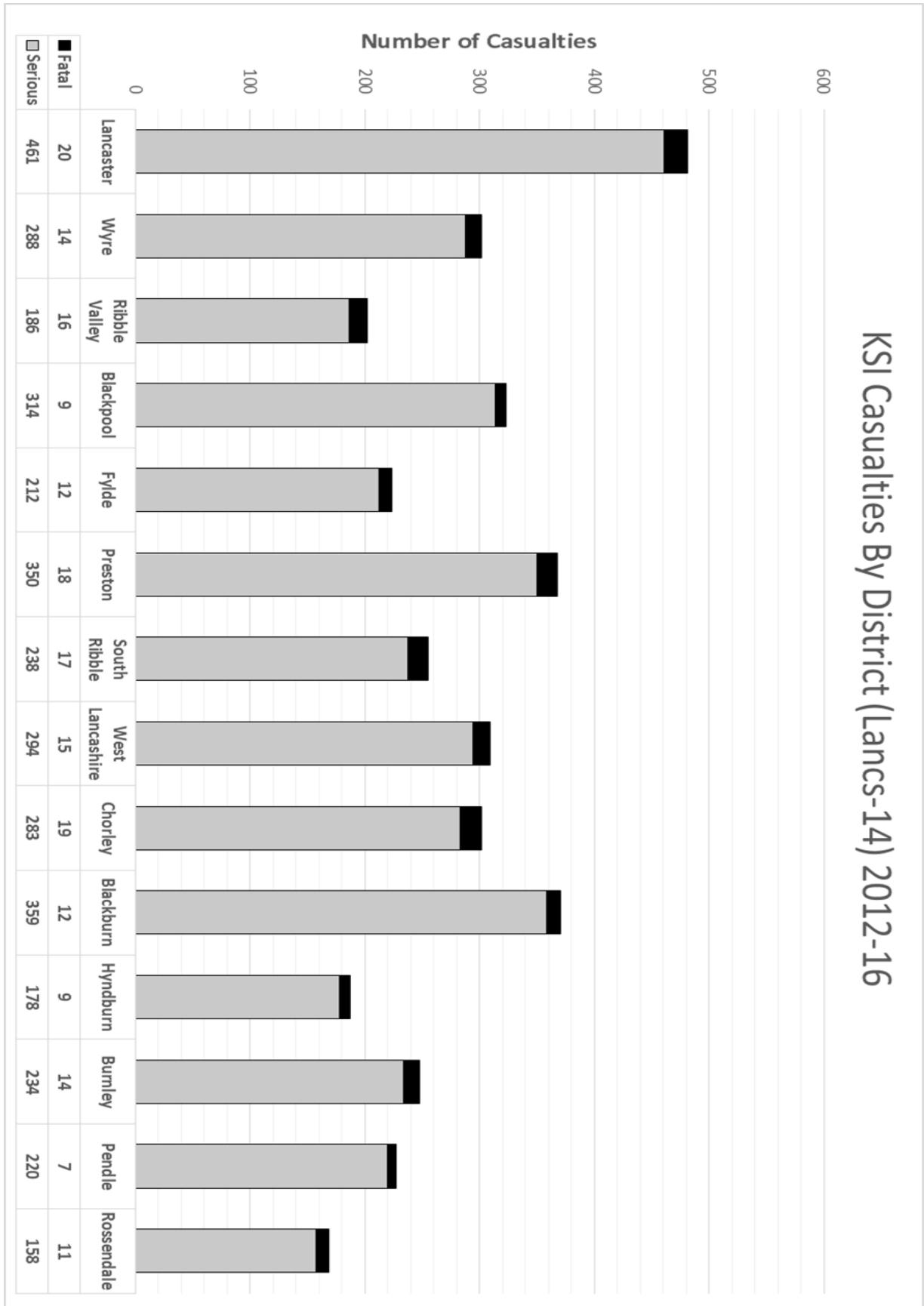|	Pedestrian	Cyclist	P2W	Car	Other
■ Fatal	47	14	40	82	10
□ Serious	923	578	870	1252	152

The more vulnerable road users i.e. pedestrians, cyclists and P2W account for 62% of KSI casualties.

The 'other' group covers a range of modes including LGV/HGV drivers, bus occupants, agricultural vehicle drivers, horse riders and mobility scooter drivers.
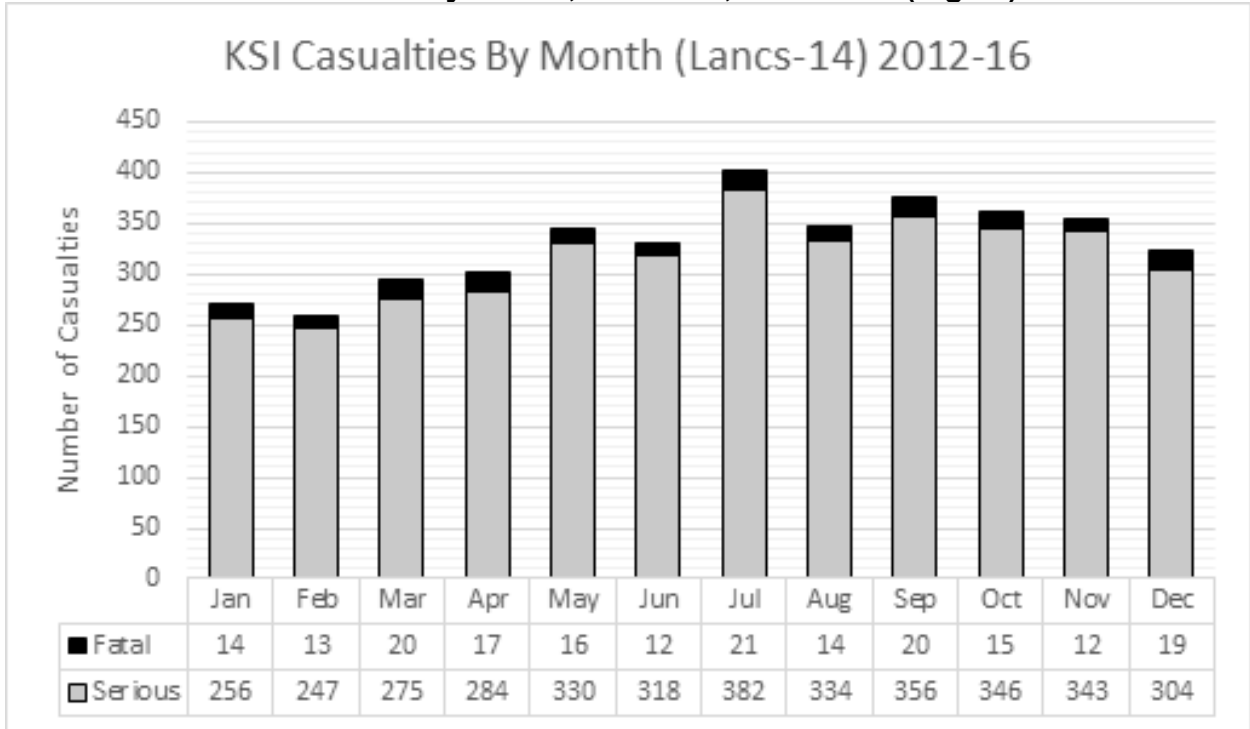
When slight injuries are also taken into consideration, car occupants are the largest group of casualties, accounting for 62% of all casualties in Lancashire.

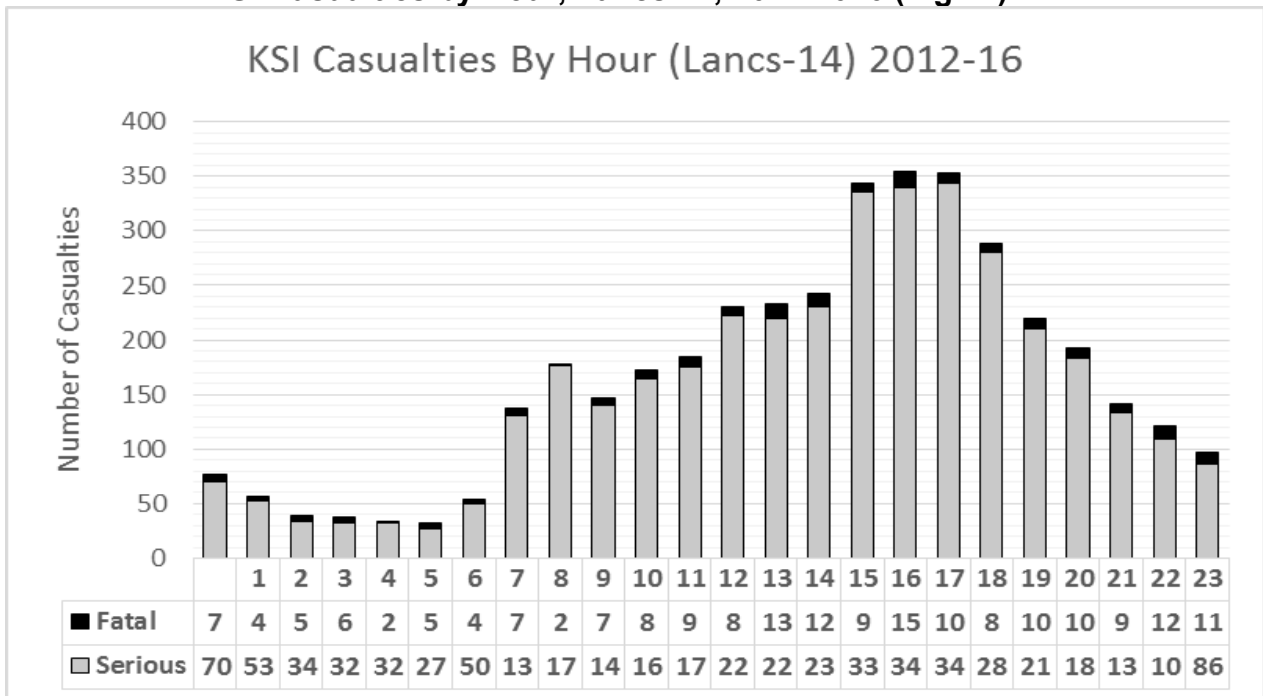## 1.3 Where are the Casualties in Lancashire?

KSI Casualties By District (Lancs-14) 2012-16

District	Fatal	Serious
Lancaster	20	461
Wyre	14	288
Ribble Valley	16	186
Blackpool	9	314
Fylde	12	212
Preston	18	350
South Ribble	17	238
West Lancashire	15	294
Chorley	19	283
Blackburn	12	359
Hyndburn	9	178
Burnley	14	234
Pendle	7	220
Rossendale	11	158

1.4 When are Casualties Occurring in Lancashire?

KSI Casualties by Month, Lancs 14; 2012-2016 (Fig 11)

KSI Casualties By Month (Lancs-14) 2012-16

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
■ Fatal	14	13	20	17	16	12	21	14	20	15	12	19
□ Serious	256	247	275	284	330	318	382	334	356	346	343	304

The month with the highest number of cumulative KSI casualties is July, with casualties predominantly occurring during the autumn months.
The number of KSI casualties by day of the week show little variation.

KSI Casualties by Hour, Lancs 14; 2012-2016 (Fig 12)

KSI Casualties By Hour (Lancs-14) 2012-16

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
■ Fatal	7	4	5	6	2	5	4	7	2	7	8	9	8	13	12	9	15	10	8	10	10	9	12	11
□ Serious	70	53	34	32	32	27	50	13	17	14	16	17	22	22	23	33	34	34	28	21	18	13	10	86

Most casualties occur in the afternoon/evening peak travel period, corresponding to school closing times and through the general commute home between 3pm and 6pm.

1.5 Further Analysis

The above trends and profiles are a high level view based on absolute numbers of casualties in Lancashire. Further analysis has been conducted to inform prioritisation and targeting of interventions, including:

- Cluster & route analysis.
- Casualty rates per head of population.
- In depth studies of casualty groups, e.g. cyclists, child pedestrians and older road users.
- Mosaic profiling of high risk casualty groups to provide a more detailed picture of who the casualties are in terms of accommodation, family groups, employment status and preferred means of communication.

Cabinet Committee on Performance Improvement
Meeting to be held on Tuesday, 12 September 2017

Report of the Head of Legal and Democratic Services

Electoral Division affected: (All Divisions);

Annual Reports on Complaints and Customer Feedback 2016/17
(Appendices 'A' and 'B' refer)

Contact for further information:
Angela Esslinger, Tel: 01772 533950, Complaints and Appeals Manager,
angela.esslinger@lancashire.gov.uk

Executive Summary

The Council has a legal obligation to publish a complaints and customer feedback report on social care statutory complaints on an annual basis. There are two statutory procedures, both different: one for Children and Young People's (CYP) social care complaints and one for adult social care complaints. Details of these are set out at Appendix 'A'. The corporate process is non-statutory and forms part of the County Council's constitution (Appendix K), and details are set out at Appendix 'B' to this report.

Recommendation

The Cabinet Committee on Performance Improvement is recommended to:

(i) note the statutory social care complaints annual report (Adults and CYP) 2016/17, acknowledging the associated learning, so that the County Council can meet its legal obligations.

(ii) note the corporate complaints annual report 2016/17, acknowledging the associated learning.

Background and Advice

There is an established pathway for sharing intelligence from complaints. Every quarter, performance information from customer complaints and feedback is published by the complaints and appeals team, and is shared with all council heads of service and directors. This information is also used by the Business Intelligence Team and is incorporated into their quarterly Quality of Service Reports under Start Well, Live Well and Age Well along with the two Highlight Reports. In addition, a summary of the number of complaints for each quarter, along with comparisons to previous quarters, is included in the quarterly Corporate Performance Overview

report. These reports are also discussed at respective management team meetings across the council. Because complaints are an important tool to access customer satisfaction, the complaints team regularly attends management team meetings and links in with principal social workers to ensure that complaints which are upheld, result in continuous improvements for the Council. It is, of course, vital to learn the lessons from complaints, and spot early trends if service delivery is going wrong. This is particularly important in order to embed learning if new council processes are being implemented which impact negatively on the public.

A: Statutory Social Care Annual report

Complaints are used by the council as an opportunity to learn and improve. They represented just over **one percent** of active adult social care and children's social care cases with an open referral in 2016/17. Statutory complaint totals have increased overall by almost 11% (628 in 2015/16 to 699 in 2016/17). Just under half of social care complaints were about social work practice, including complaints about assessments, which has risen in both adults and children's' social care.

- Complaints in adult social care (ASC) have risen by almost 15% (from 417 complaints in 2015/16 to 479 in 2016/17). Included in this figure there were 33 complex joint complaints with the NHS, which is a rise of 57% in the number of such complaints from 2015/16.

- Statutory children's social care (CSC) complaints increased by 4% (from 211 complaints in 2015/16 to 220 in 2016/17).

- Non Statutory CSC complaints decreased by 11% (from 105 complaints in 2015/16 to 93 in 2016/17). Statutory complaint totals have however increased overall by 54% (480 in 2014/15 to 735 in 2015/16).

As a direct result of social care complaints, the council has made improvements to processes and procedures, has improved communication with the NHS, customers and their families, and commissioned extra training for staff and managers. Improvements have also been made to individual social work practice, with increased staff awareness through training, and learning themes have been embedded via senior management teams.

The annual report for Children and Young People and Adults social care complaints is set out at Appendix 'A'.

B: Corporate non-statutory complaints and customer feedback

In 2016/17, the council dealt with 934 corporate related expressions of dissatisfaction (including third party claims). Although this was a 16% rise over the previous year, it should be noted that 99% of these were resolved early in the complaint pathway and 'nipped in the bud', as part of ongoing business matters and by proactive management action. As a direct result of corporate complaints, the Council has made improvements to public information, and internal processes and procedures.

The majority of expressions of dissatisfaction were about highways, due to the considerable size of this service, and the fact that roads impact on every Lancashire citizen. However, Highways also attracts a large volume of enquiries and, as a result, is also the most complimented community service.

Further details of the corporate, non-statutory complaints are set out at Appendix 'B'.

Consultations

Heads of Service, Directors and the Management Team have all commented on, amended and approved the complaint reports.

Implications:

There are no financial, personnel, Human Rights or data protection issues or legal implications arising from this report

Risk management

The contents of the reports may be of interest to the press, and the Communications Team should be made aware of its contents.

List of Background Papers

Paper	Date	Contact/Tel
The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009	2009	Angela Esslinger/ 01772 533950
The Children Act 1989 Representations Procedure (England) Regulations 2006	2006	As above
Getting the best from complaints	2006	As above

Statutory Social Care Annual Report

Complaints and Customer Feedback

For the period 01 April 2016 to 31 March 2017

Introduction

i. Background

Local authorities are legally required to establish complaints procedures to deal with complaints about their social care functions. The complaints procedure for children and young people is covered by the Children Act 1989 and the Department for Skills and Education produced guidance, 'Getting the Best from Complaints' (2006), which outlines the procedures which local authorities must have in place. For adult social care, this report is also produced in accordance with the requirements of the Local Authority Social Services and National Health Service Complaints Regulations (2009).

Lancashire County Council is the Vice Chair of the National Complaints Managers Group (England) and also participates in the North West Managers Group which comprises 23 local authorities. The aim is to provide a forum where complaints staff can learn and share best practice, develop and implement local practice standards, discuss performance and problem solve.   These groups are also consulted on proposed changes to legislation and learning from complaints by the Association of Directors of Adult Social Services and the Association of Directors of Children's Services.

ii. Purpose

The purpose of the Annual Report is to review the operation of the complaints process over a twelve month period, including statistical data, and to provide the local authority with the means by which it keeps itself informed about complaint themes and how effective its current arrangements are for handling customer complaints. It offers an analysis of what the information obtained from the operation of the complaints process means for the council.

This report also includes information on compliments and comments.

Section One	**Summary and Overview** highlights the key messages from the report and gives the overall picture across the Council
Section Two	Statistical data, analysis and learning in relation to **Adult Social Care Services.**
Section Three	Statistical data and further information and analysis and learning in relation to **all Children's Services.**

iii. Period covered and data

The report covers the period 1 April 2016 to the 31 March 2017.   The report makes extensive use throughout of data available from the Customer Feedback System which records all statutory social care complaints and feedback for the council. The statistical information presented within this report can be verified by reference to this database and is based on the date received. All percentages and costs are rounded to the nearest whole number.

If you require any additional information please contact the Lancashire County Council (LCC) Complaints Team on 01772 539414 or email your request to *complaintsandfeedback@lancashire.gov,uk*

Section One: Summary and Overview of all Social Care Complaints and Feedback

1.1 Executive Summary

Complaints are used by the council as an opportunity to learn and improve.   As a direct result of complaints in 2016/17 the council has made improvements to processes and procedures, it has improved communication with the NHS, customers and their families and commissioned extra training for staff and managers.
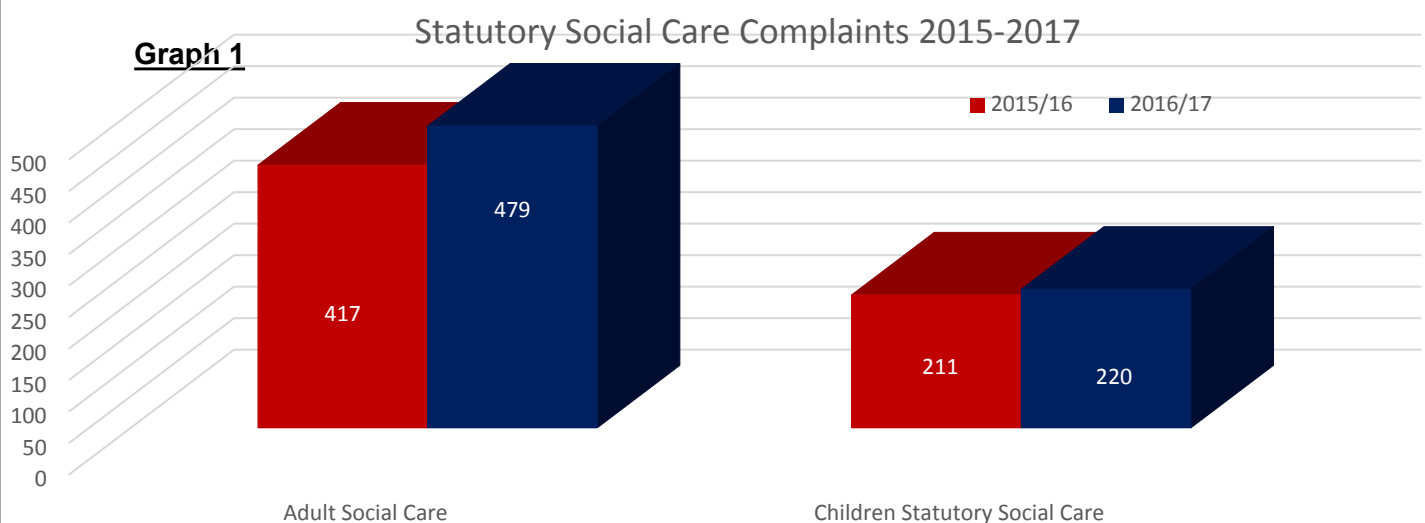
Complaints represented just over **one percent** of all active adult social care and children's social care cases throughout Lancashire in 2016/17. Statutory complaint totals have increased overall by almost 11% (628 in 2015/16 to 699 in 2016/17).   Just under half of social care complaints were about social work practice including complaints about assessments which has risen in both adults and children's' social care.

Complaints in adult social care (ASC) have risen by almost 15% (from 417 complaints in 2015/16 to 479 in 2016/17).   Included in this figure there were 33 complex joint complaints with the NHS, which is a rise of 57% in the number of such complaints from 2015/16.

Statutory children's social care (CSC) complaints increased by 4% (from 211 complaints in 2015/16 to 220 in 2016/17).

Non Statutory CSC complaints decreased by 11% (from 105 complaints in 2015/16 to 93 in 2016/17).

Graph 1 below, shows a comparison of the total number of statutory complaints received for the last two financial years

Graph 1

Statutory Social Care Complaints 2015-2017

■ 2015/16 ■ 2016/17

Adult Social Care: 417, 479
Children Statutory Social Care: 211, 220

Graph 2 shows that social care **compliments** increased overall from 570 in 2015/16 to 596 in 2016/17, mainly due to rise in CSC compliments. Positive appreciation for the actions undertaken by CSC is usually always low because of the nature of the work but in

2016/2017 it increased considerably when compared to the previous year. This is probably due to better recording and capture. ASC compliments have decreased by just over 4% in 2016/17 when compared with the previous year. The main reason for positive appreciation by the public is the provision of equipment or adaptations. This information is mainly captured as a result of the 'Your Views Count' leaflet which is given out after social care assessments and reviews are undertaken.
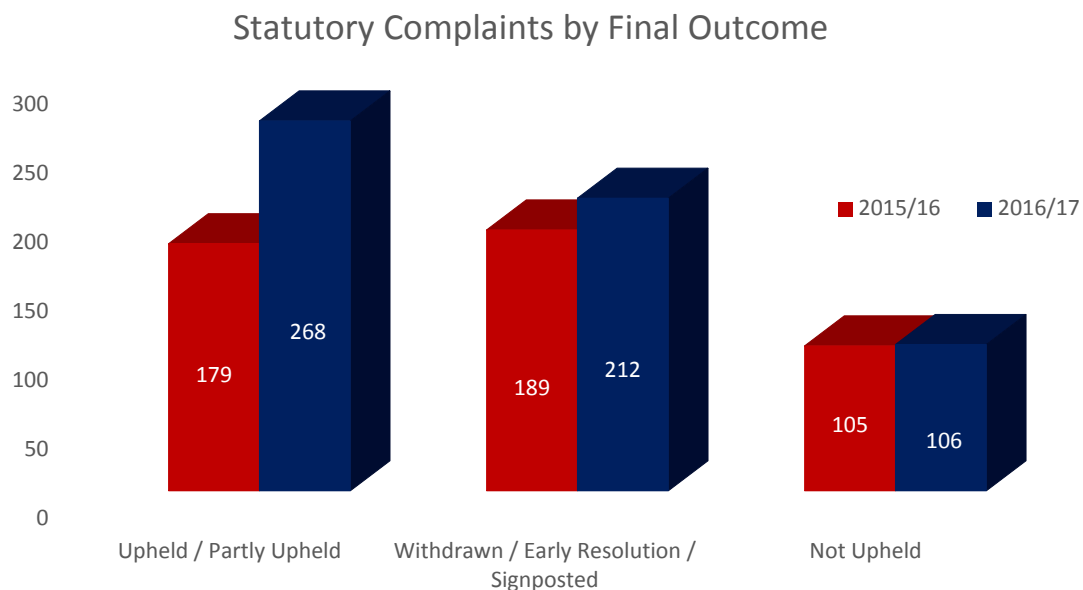
Graph 2

Compliments

Adults: 2015/16 = 561, 2016/17 = 538
CYP: 2015/16 = 9

Legend: ■ 2015/16 ■ 2016/17
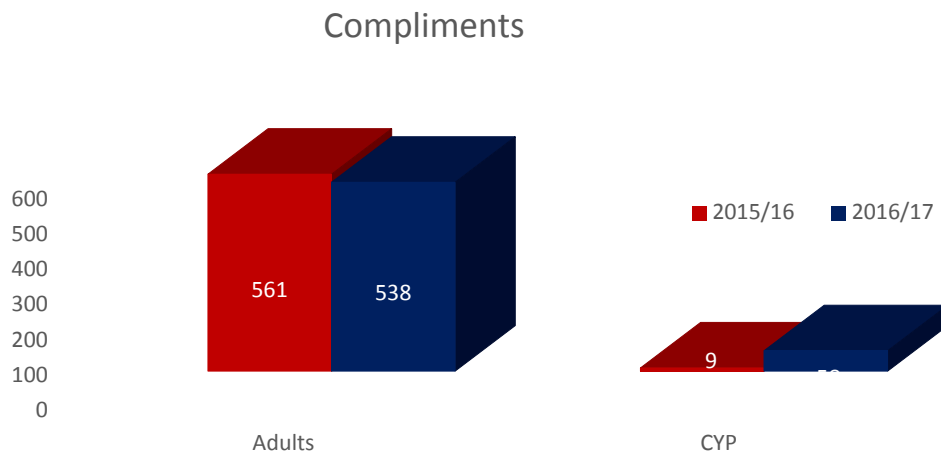
1.2 Statutory complaint trends and outcomes

Social care complaints represented 1% of CSC and 1.5% of ASC active cases. Complaints are on an upward year on year trajectory. The number of complaints as a percentage of total customer feedback has been increasing over the past years and complaints represented almost 60% of all feedback in 2016/17. Increasingly people are therefore contacting the council to complain rather than to compliment staff.

Graph 3

Statutory Complaints by Final Outcome

Upheld / Partly Upheld: 2015/16 = 179, 2016/17 = 268
Withdrawn / Early Resolution / Signposted: 2015/16 = 189, 2016/17 = 212
Not Upheld: 2015/16 = 105, 2016/17 = 106

Legend: ■ 2015/16 ■ 2016/17

Graph 3 shows a breakdown in the number of statutory complaints by final outcome for all 586 closed complaints during the period.   It can be seen that most complaints were justified by being upheld or partly upheld. This is a 50% increase over 2015/16.   Over a third of complaints have also been 'nipped in the bud' and withdrawn at an early stage in the complaints process. This figure is welcome news as it is also higher than the previous year.

In 2016/17 the total amount spent on investigations for statutory complaints was £5,817, this represents a significant reduction from last year's cost of £18,811 because there have been a fewer number of independent and stage 2 investigations undertaken.

1.3 Statutory Local Government Ombudsman (LGO) complaints received

77 Local Government Ombudsman (LGO) enquiries were received during 2016/17.
This is a rise of 12% when compared to the previous year (69).   The amounts paid in local settlements added up to a total of £43,907. The specific details are in the sections to follow.

Section Two: Adult Social Care Feedback

2.1 Summary of ASC feedback in 2016/17

Graph 4 shows a breakdown of ASC by feedback type. A total of 479 complaints were received in 2016/17 which is an overall rise by 15% when compared with the previous financial year (417). However, it should be noted that people are more likely to be contacting LCC to compliment the service rather than to complain. In 2016/17 the total amount spent on independent complaint investigations for ASC was £2,620.
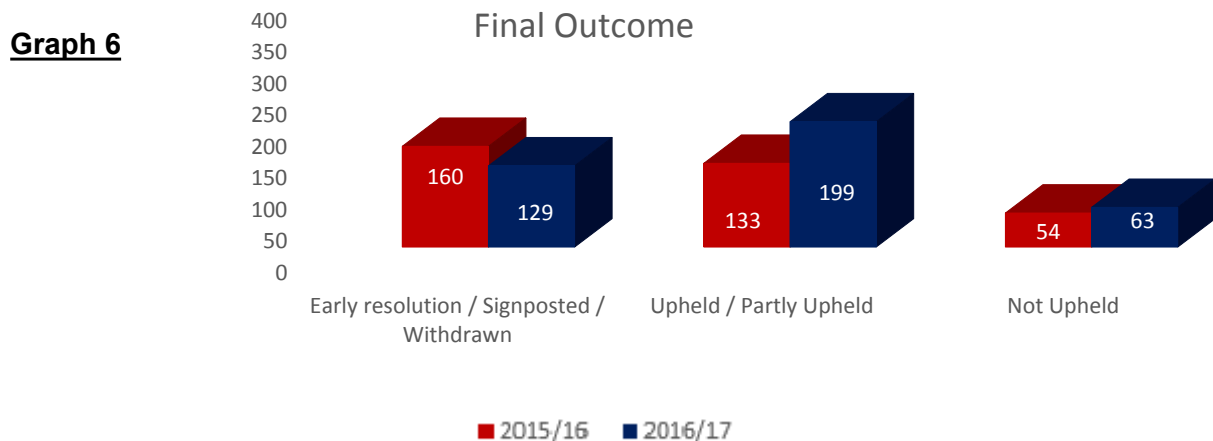
Feedback Type   **Graph 4**
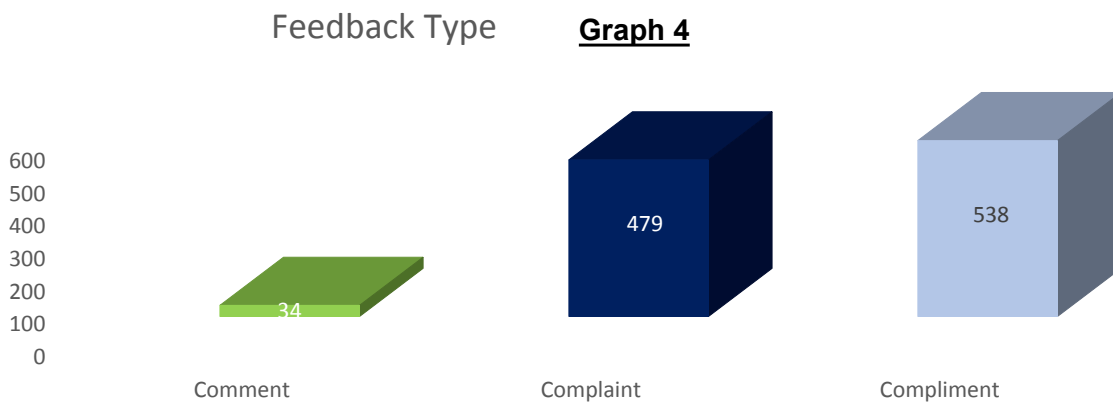
2.2 Breakdown of complaints by stage and outcome

The breakdown of these can be seen in Graph 5. Stage 0 is the early resolution of complaints. It can be seen that there has been an increase in complaints at the formal stage.
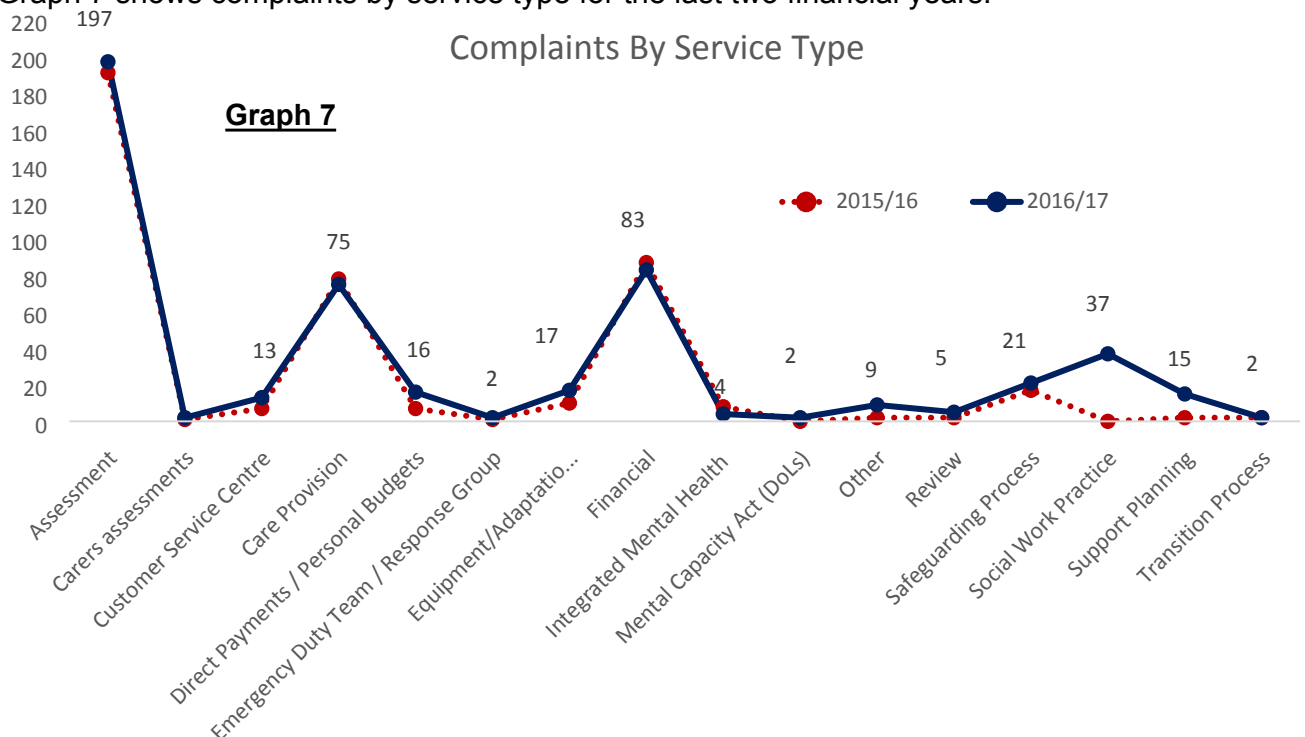
Graph 5
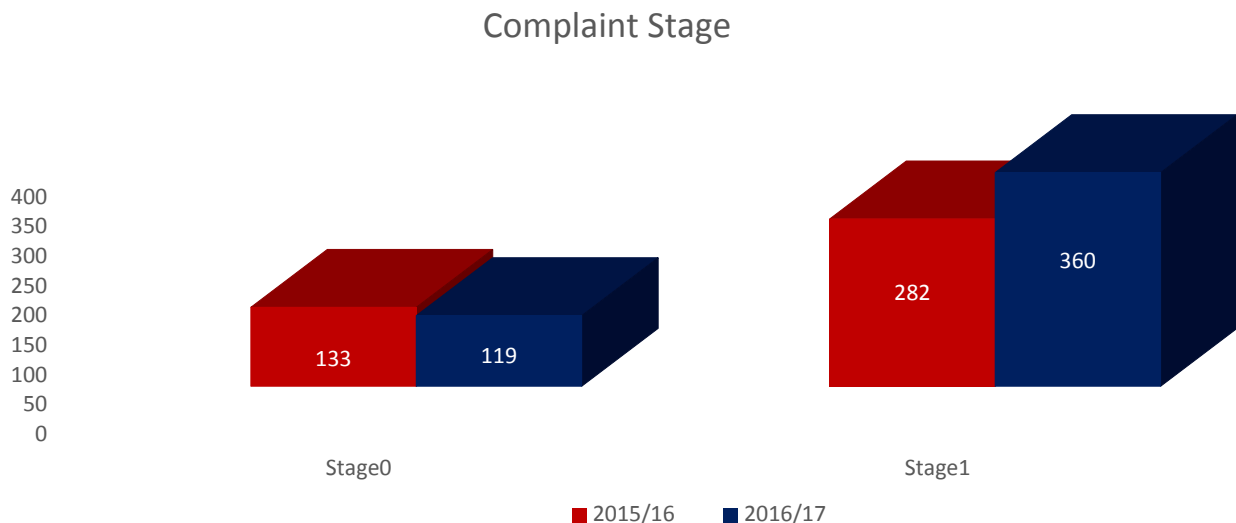
Complaint Stage

The outcomes of 391 closed complaints which commenced in this financial year, and had outcomes recorded against them at the year-end are shown in Graph 6, the rest (88) were still open at year-end. Of these 391 closed complaints, one third were withdrawn, had an early resolution or were signposted out of the process, 51% were upheld or partly upheld and 16% were not upheld. These proportions are similar to the previous year. This shows that when people make complaints, in just over half of cases, there is an aspect that is justified.

Graph 6

Final Outcome

(Bar chart with values — 2015/16 in red, 2016/17 in blue)

	Early resolution / Signposted / Withdrawn	Upheld / Partly Upheld	Not Upheld
2015/16	160	133	54
2016/17	129	199	63

■ 2015/16   ■ 2016/17

Of the total number (479) of complaints received in 2016/17 just over 5% (25) exceeded the 6 month statutory maximum timescale. Whilst the overall figure for the early resolution of complaints was one third (129) for the whole year it should be noted that during quarter four the figure for complaints resolved within 10 working days increased to just under half (46 of 97 received during the quarter). This is because of a recent extra full time role having been established in the complaints team dedicated to the early resolution of complaints.

2.3 What do people complain about?

Graph 7 shows complaints by service type for the last two financial years.

Complaints By Service Type

Graph 7

● 2015/16   ── 2016/17

(Line graph with values: Assessment 197, Customer Service Centre 13, Care Provision 75, Direct Payments / Personal Budgets 16, Emergency Duty Team / Response Group 2, Equipment/Adaptatio... 17, Financial 83, Integrated Mental Health 4, Mental Capacity Act (DoLs) 2, Other 9, Review 5, Safeguarding Process 21, Social Work Practice 37, Support Planning 15, Transition Process 2)

For 2016/17, the most frequent subject of complaint was assessment (197) which received 41% of the total number of complaints, which is similar to the previous year (191 in 15/16). Complaints about care providers slightly decreased as a proportion of all complaints in 2016/17 (75 or 15% of the total recorded by service type) when compared with 2015/16 (78 or 19%). Finance related complaints have fallen by 5% from 87 to 83.   This may be as a result of continued work in clearing the backlog of issues since the new financial systems have been introduced.

There has been a slight increase in the number of complaints about equipment/adaptations from 3% (17 complaints) in 2016/17 compared with a proportion of 2% (10) in 2015/16.

2.4 Learning for ASC

- Social care managers are reviewing systems and processes to ensure improved and new ways of working.
- The council is working on a problem in LCC financial systems, resulting in duplicate funding for young people on direct payments which is being picked up when they transition into adult services.
- The Older People's Service is highlighting good practice to be implemented when people transfer from residential care into nursing care homes.
- Social workers are improving communication with families about the safeguarding enquiry process/outcome.
- Social work managers are improving communication across teams when the same customers are supported
- Social care managers are ensuring that assessments undertaken by social care officers comply with the Care Act.
- Social care managers are working to address the delay in waiting times for assessments.
- Managers have developed a supervision template to ensure that complaints are discussed with workers on a regular basis, to improve management support and early resolution.
- Social care workers have been reminded to record that the financial implications of care have been explained and understood by customers.
- Social workers have been reminded to produce clearer, more robust support plans which include contingency plans when appropriate
- The complaints team will be attending the Learning and Development Group in November 2017 and May 2018 to ensure that all possible lessons from complaints are learnt.

2.5 ASC services which were the subject of compliments

Graph 8 overleaf shows the number of compliments received by service type for 2016/17.

The number of compliments have decreased slightly from 560 in 2015/16 to 538 in 2016/17.   This is mostly related to the leaflet 'Your Views Count' being not being circulated as consistently after assessment or reviews.   In 2015/16 35% of all compliments were because of equipment and adaptations received but this has dropped slightly by 4% in 2016/17.   There has been an increase in the proportion of compliments in relation to assessment with this accounting for almost 16% of compliments in 2016/17 compared with 11% in 2015/16.

Graph 8

Compliments By Service Type
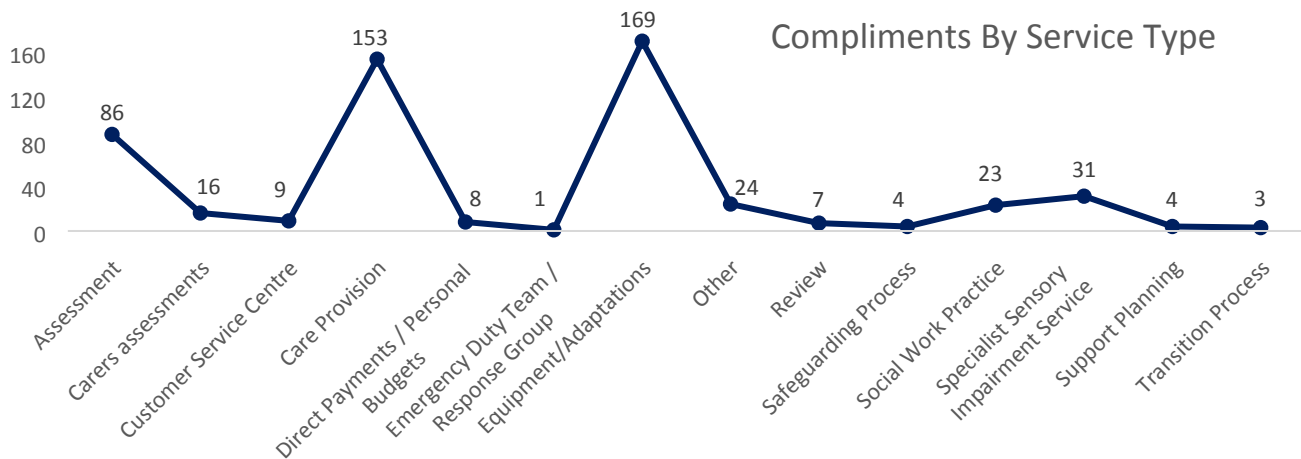
Contracted care providers are another common reason for the number compliments received.   This category received just over 28% (153) of all compliments in 2016/17, a slight drop proportionally of 5% since 2015/16.

2.6 Joint Complaints

A Joint Complaints Protocol has been updated with the NHS.   Complaints investigations are increasingly involving many different parts of LCC as well as health services and contracted service providers therefore adding much more complexity which the complaints team coordinates.

There was over a 50% rise in joint complaints during 2016/17 (33) compared with 2015/16 (21). These complaints are complex and take longer to resolve as they involve ASC and the NHS, typically Hospital Trusts and/ or Clinical Commissioning Groups. Eight joint complaints were still open at the close of 2016/17.   Of the resolved complaints 7 were not upheld, 6 partly upheld and 8 were upheld.   The other 4 were withdrawn by the complainants. Assessment was the biggest theme in just over 30% of the joint complaints.

2.7 LGO Complaints

The Local Government Ombudsman (LGO) acts as the regulator and provides the final stage for complaints about local authorities and some other organisations providing local public services. Their service is provided free of charge.   Complainants approach the LGO when all other options for pursuing their complaint are closed by LCC, after it is considered that a proportionate response has already been provided.   The LGO will only consider complaints that have already been through LCC's complaints procedures, although sometimes an early referral will be made to the LGO when complainants continue to be dissatisfied and LCC is confident that it has not done anything wrong or it has done all it can to resolve the matter.

Graph 9 shows the number of LGO adult social care enquires staying reasonably steady over the last few years

Graph 9

LGO enquiry for Adult Social Care	2013/14	2014/15	2015/16	2016/17
Total Received	**29**	**27**	**30**	**30**

Graph 10 below shows of the 30 LGO ASC enquiries which were actively followed up by the LGO, almost 7% were not upheld, 63% were not progressed, 13% were referred back to LCC and 17% were upheld.   This shows that in 63% of cases, action taken by LCC was sufficient with additional action required in 17% of cases.   A total of £34,727 was paid in local settlements (some of this being debt written off), a significant increase when compared with settlement amounts paid out for 2015/16 (£550).

Graph 10
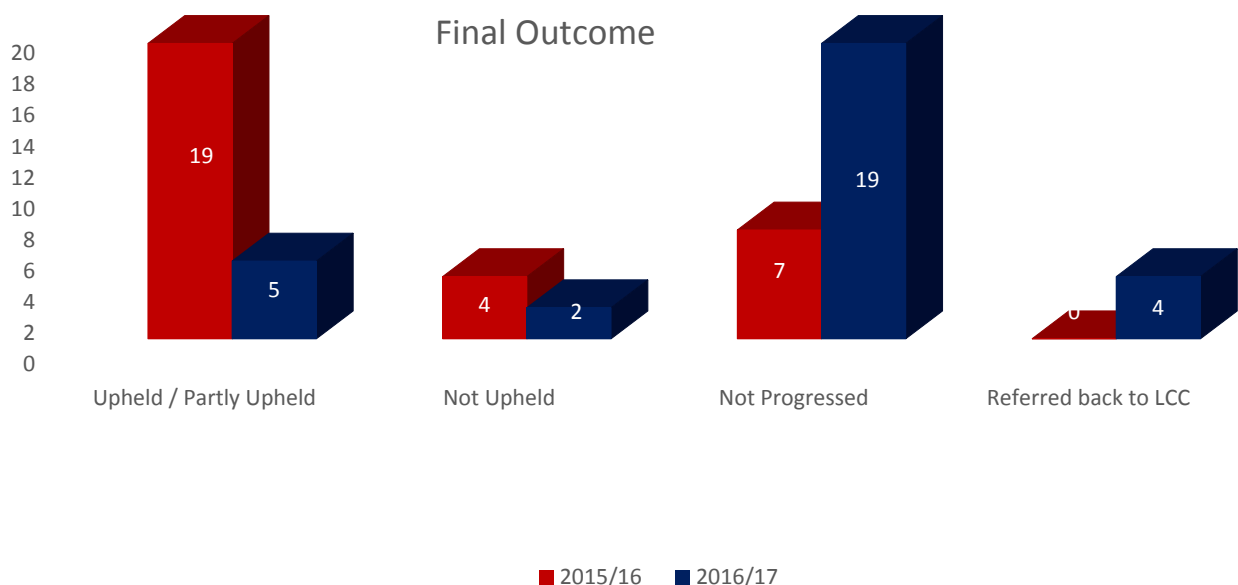
There were no public reports and the LGO was satisfied with the actions and the

continuous improvement undertaken as a direct result of learning from complaints in 2016/17.   The LGO has therefore signed off and closed all upheld and partly upheld social care complaints in this way. The main learning from the 19 upheld complaints is outlined below.

2.8 LGO ASC identified learning

- The complaints team have published a new complaints guidance on the intranet to improve consistency of complaints handling.   The team also offers complaints training and a quality checking service for complaint responses from operational managers.
- Social workers have given full explanations for assessment decisions in certain complaint cases.
- The finance team have changed some procedures to ensure matters are dealt with in a timely manner.
- The council has offered apologies where delays have occurred, for example when responses and actions have been slower than expected.
- The council is working with the NHS to consider the problem caused by retrospective applications for Continuing Health Care funding, which is causing significant delays in LCC debt recovery and the subsequent writing off of debt.

Section Three: Children and Young People Feedback

3.1 Summary of CYP and CSC feedback in 2016/17

There is a statutory and non-statutory process for complaints about CYP services. There is a statutory three stage process for those eligible to complain. The Stage 1 initial response is always by the service manager involved. If the person complaining is still unhappy, they can request a Stage 2 independent investigation. If the complaint remains unhappy, a Stage 3 review panel, which reviews the way the stage 2 was investigated, can be requested. The non-statutory process applies to non-social care complaints (for example education or Special Educational Needs and Disabilities SEND) or for people complaining about CSC who do not have parental responsibility for a child (for example grandparents). In 2016/17 the total amount spent on investigations for children's complaints was £3,197.

Graph 11 shows the overall rise in CSC statutory complaints by just over 4% to make an overall total of 220 for 2016/17.
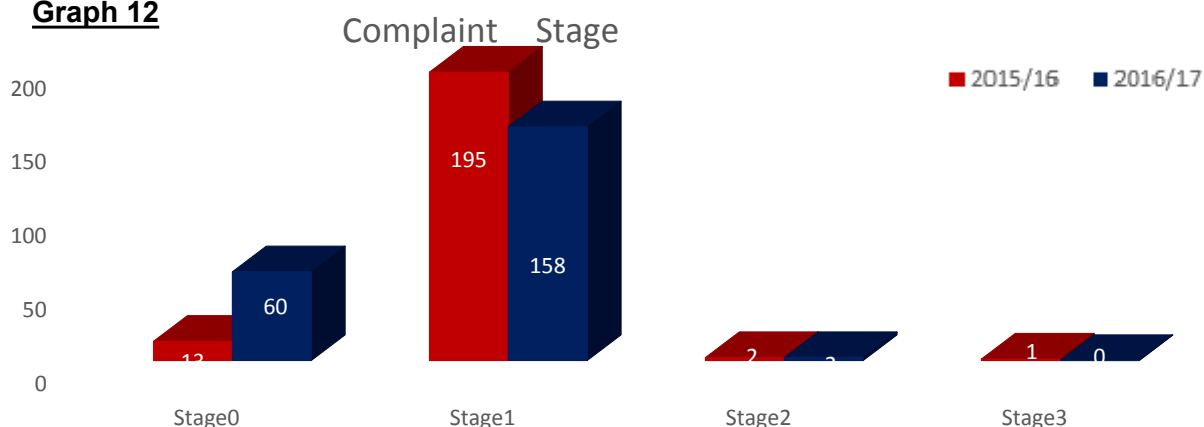
Graph 11
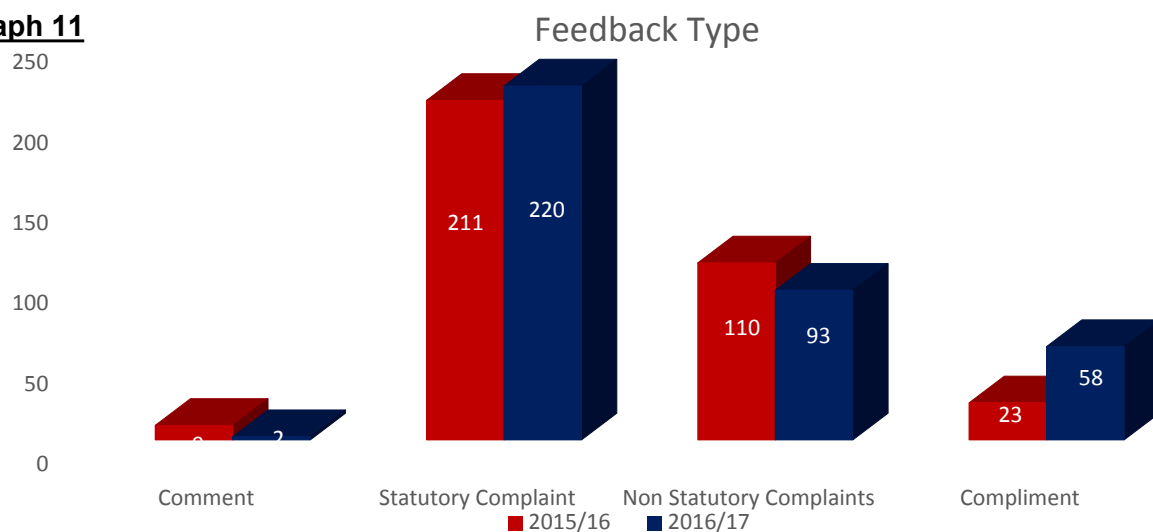
3.2 Breakdown of complaints by stage

The breakdown of these can be seen overleaf in Graph 12. Stage 0 is the early resolution of complaints. It can be seen that there has been a welcome decrease of complaints at the formal stages. 60 (27%) of complaints were resolved early in the process (stage 0) and the rest (158) were resolved with management and council action at the final outcome. There has been an increase (by a factor of four) in complaints being resolved early in the process compared to the previous year. This is probably as a direct result of an extra full time member of staff in the complaints team working on CSC complaints.
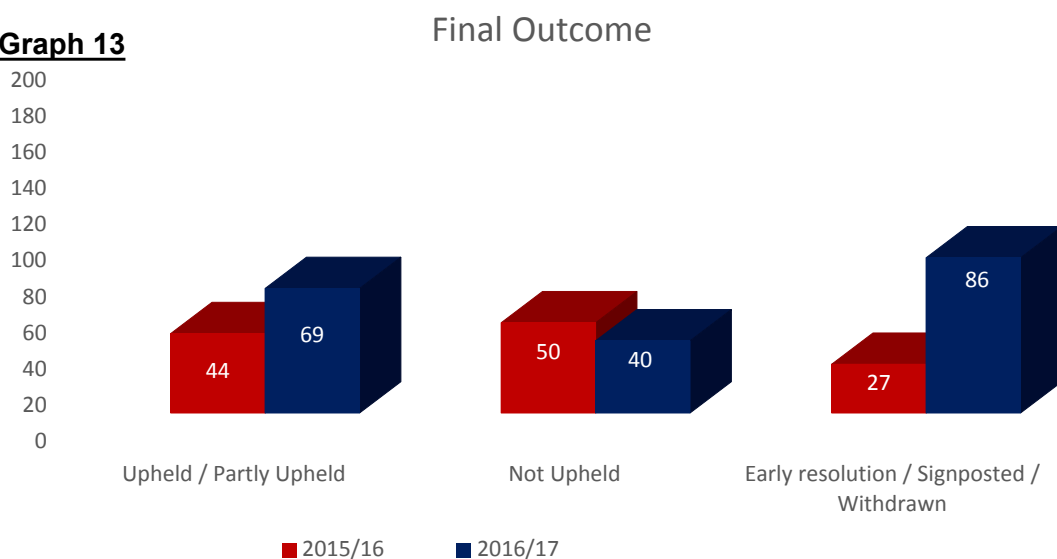
Graph 12

Complaint Stage

■ 2015/16   ■ 2016/17

200			
150	195		
100			
50	60	158	
0	12	2 2	1 0
	Stage0	Stage1 Stage2	Stage3

3.3 Breakdown of complaints by outcome

Graph 13 shows closed complaints which had a final outcome recorded (195 complaints) split into final outcome.   Of these 21% were not upheld, 35% of the total complaints received were upheld (a similar proportion to the previous year) or partly upheld and 44% were signposted, resolved early or withdrawn, which, as already mentioned, is a significant improvement when compared with 2015/16.

Graph 13   Final Outcome

Upheld / Partly Upheld	Not Upheld	Early resolution / Signposted / Withdrawn
44 69	50 40	27 86

■ 2015/16   ■ 2016/17

Local and early resolution of complaints is a better outcome for everyone, as escalation is time-consuming and expensive. In about a third of cases, the complaint was found to be justified.   Last year, no stage 3 panel was held and, in other cases, early referral to the LGO was agreed.

Of the total number of CSC complaints received in this financial year, 12% (27) exceeded the statutory timescale.

3.4 What do people complain about in the statutory process?

Graph 14 overleaf, shows a breakdown by service type for the last two financial years. The proportions are similar, apart from a considerable drop in the number of complaints in relation to assessments, which is largely due to the introduction of the new reporting category of 'Social Work Practice'.

CSC have managed to achieve a significant drop in the number of complaints in relation to the safeguarding process from 17 in 2015/16 to 3 in 2016/17 and complaints about reviews, and fostering and adoption services have also all had welcome decreases.

Graph 14

Complaints By Service Type
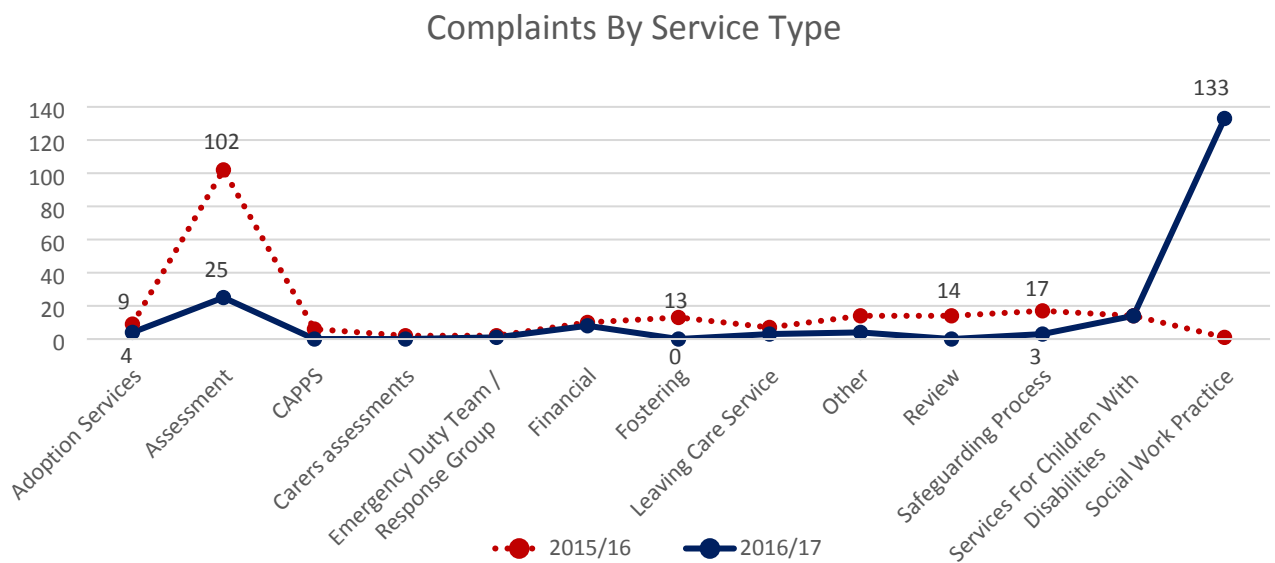
3.5 Learning for CSC

The learning identified for all services is the need for better and more efficient communication between our districts and complainants as well as the need to review cases carefully where complaints are the subject of complex matters such as children with disabilities.

There is identified learning for the complaints team in terms of quality assurance and the need to provide a more hands on approach in offering the quality checking of responses that are being sent out to prevent escalation and ensure complaints are being responded to appropriately.   Learning themes identified through stage1 and stage 2 complaints in 2016/17 (no Stage 3 panels were held) are as below.

Stage 1 and 2 Complaints

- Social work managers are working on improving the consistency of communication during social work assessments and practices.
- Social work managers have offered apologies for delays, for example when council responses and actions have been slower than expected.

- Social workers have provided customers with additional support and understanding of policies, procedures and actions taken.
- Social workers are ensuring that assessments are taking place in a timely manner and are offering re-assessments within services for Children with Disabilities.
- A social worker was advised to take on board the complainant's interpretation of her presentation and will be more self-aware in the future.
- The Youth Offending Team are currently reviewing the ways in which they cover work for colleagues.
- A social worker was made aware of the importance for all families to receive copies of minutes to enable families to clearly understand future actions and plans.
- Social workers are being made aware of the levels of support required especially around young people leaving the organisation.
- Social workers are ensuring that procedures such as Pathway Plans or Financial Support are shared and/or reviewed within a timely manner.

3.6 Summary of non-statutory CSC complaints

Non CSC statutory complaints are made by a people who are **not** entitled to complain under the Children Act procedures (for example a family friend or a relative without parental responsibility) or if the complaint is about something that cannot be complained about under the Children Act (for example adoption or fostering matters / complaints by members of the public: please see further categories below.)

3.7 What are non-statutory CSC Complaints about?

Graph 15
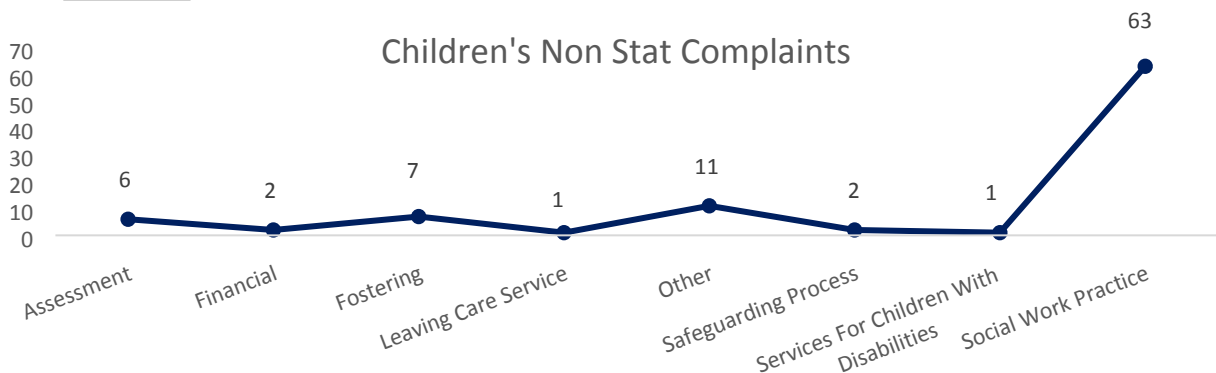
Graph 15 shows that non statutory complaints dropped by just over 15% from 110 in 2015/16 to 93 in 2016/17. Similar to statutory complaints, 'Social Work Practice' is the most common complaint category (please note: due to a change in reporting, a comparison cannot be made against the previous year for reporting categories).

Identifying themes and learning from all CSC complaints – non statutory or statutory - is

valuable.   Senior managers are informed of the themes on a regular basis through regular attendance at team meetings or senior management meetings.

3.8 Services which were the subject of compliments and comments in 2016/17

Due to the nature of CSC, not many compliments are expected although there was a welcome rise in 2016/17.   A total of 58 compliments were received for 2016/17, with the majority being about the assessment process and social work practice.   Two comments were made and were passed onto the services concerned to take appropriate action.

3.9 LGO Complaints

The Local Government Ombudsman (LGO) acts as the regulator and provides the final stage for complaints about local authorities and some other organisations providing local public services. Their service is provided free of charge.   Complainants approach the LGO when all other options for pursuing their complaint are closed by the Council, after a proportionate response has already been provided.   The LGO will only consider complaints that have already been through the council complaints procedures. Sometimes the Council will make early referrals to the LGO when complainants continue to be dissatisfied and LCC is confident that it has not done anything wrong or it has done all it can to resolve the matter.
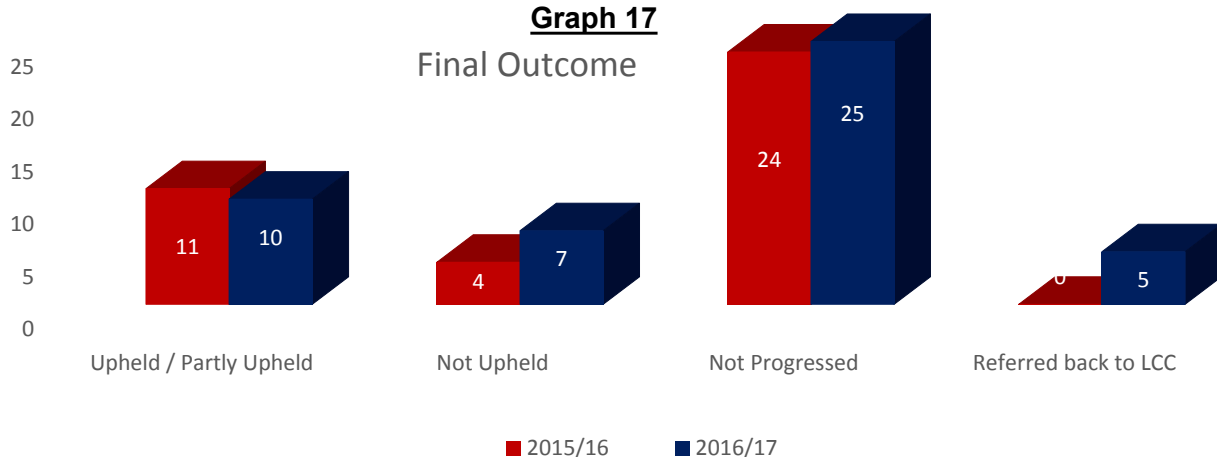
Graph 16

LGO enquiry for Children's Social Care	2013/14	2014/15	2015/16	2016/17
Total Received	**22**	**31**	**39**	**47**

Graph 16 shows a rise in LGO CSC enquiries in 2016/17, with 47 actively followed up by the LGO in 2016/17. Graph 17 shows that of these enquires, 53% were not progressed, 15% were not upheld, 11% were referred back to LCC and just over 21% were upheld (or partly upheld). This shows that in over half of all cases, council action was sufficient with additional action required in 21% of cases.   A total of £9,180 was agreed in local settlements which is a rise when compared with the settlement amounts for 2015/16 (£6,275).

Graph 17
Final Outcome

	Upheld / Partly Upheld	Not Upheld	Not Progressed	Referred back to LCC
2015/16	11	4	24	0
2016/17	10	7	25	5

■ 2015/16   ■ 2016/17

The LGO was satisfied with the actions and the continuous improvement undertaken as a direct result of the 21% complaints upheld by their investigations in 2016/17. There were therefore no public reports.   The identified learning from those complaints is as follows.

3.10 LGO Children's Social Care identified learning

- The finance team has implemented a change in procedures to ensure matters are dealt with in a timely manner.
- The council has offered apologies for delays, for example when the provision of minutes were delayed.
- The complaints team has run courses and worked with social work staff teams to address faults in complaint handling.
- The council is working on capturing and recording text messages and newer forms of communication between the social worker and young person, as part of the electronic record
- The council is sharing and reviewing procedures such as Pathway Plans or Financial Support in a timely manner.

Corporate non statutory complaints and Customer Feedback

For the period 01 April 2016 to 31 March 2017

This report covers the period 1 April 2016 to the 31 March 2017 and covers all corporate (non-statutory) complaints and compliments for all council direct provision and commissioned services which do not relate to adult or children's social care. The report also contains complaints and compliments for Public Health Commissioned Services.

If you require any additional information please contact the Complaints Team on 01772 539414 or email your request to complaintsandfeedback@lancashire.gov,uk

SECTION ONE: CORPORATE Feedback

SECTION TWO: PUBLIC HEALTH COMMISSIONED SERVICES

All council non-statutory Corporate Feedback

1.1 Summary of Corporate Complaints in 2016/17

Graph 1
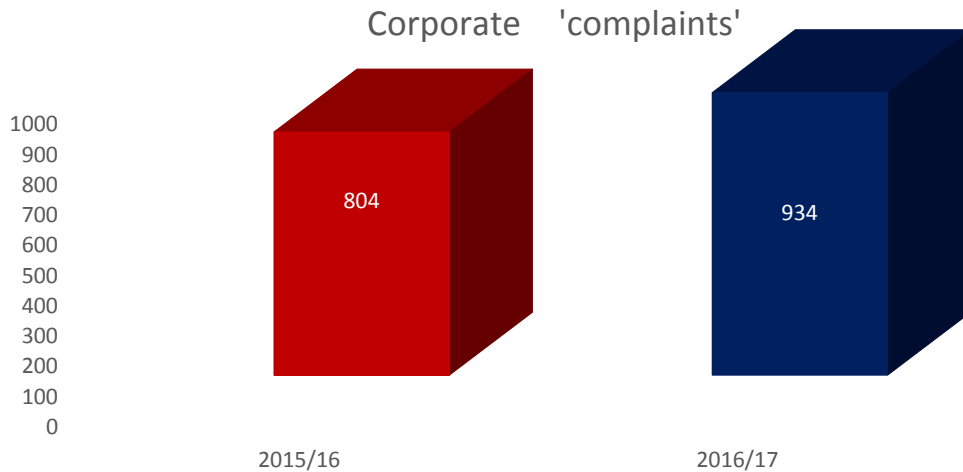
Corporate   'complaints'

1000 900 800 700 600 500 400 300 200 100 0	804 (2015/16) 934 (2016/17)

Complaints are used by the council as an opportunity to learn and improve.   As a direct result of corporate complaints in 2016/17 the council has made improvements to public information and internal processes and procedures.

The council has a single central team for all complaints. In 2016/17 934 matters were reported initially as a 'corporate complaint'.   However not all issues which are reported to the complaints team in the first instance are considered 'complaints'.   The matter will usually be considered as a 'routine service issue' if it is a first notification and the council has not had a chance to put the situation right.   Hopefully the issue can be dealt with early, but if not, an informal complaint is logged and if the customer still remains dissatisfied after 20 working days, a formal complaint is logged.   This report uses the terminology 'expression of dissatisfaction' (regardless if it is a formal complaint or not) for all issues which have been reported by customers to the complaints team.   In 2016/17 the council dealt with 934 corporate related expressions of dissatisfaction (including third party claims). Although this was a 16% rise over the previous year, it should be noted that 99% of these were resolved early in the complaint pathway and 'nipped in the bud' as part of ongoing business matters and by proactive management action.

The majority of expressions of dissatisfaction were about highways due to the considerable size of this service and the fact that roads impact on every Lancashire citizen.   It also attracts a large volume of enquires and as a result, is also the most complimented community service.

The largest single factor which contributed to this rise was the change in road layout in central Preston and the associated fines. Expressions of dissatisfaction as well as compliments about the council have gone up as the public now find it easy to be heard as a result of the Customer Access Centre being able to transfer calls straight through to a single complaints team and through the increased use of the complaints pages on the LCC website. (There was a 24% increase in views of the complaints pages on the LCC website from 2015-16 to a total of 9145 views in 2016-17).

Of the 24 corporate complaints referred to the Local Government Ombudsman in 2016/17 **none were upheld** which points to good complaints handling by the managers concerned.

1.2 Breakdown of feedback type and complaint by stage

Graph 2 overleaf shows that 83% of all feedback is made to complain and express unhappiness about the council.   17% of all feedback received was positive, in the form of compliments.

**Graph 2**   Feedback Type
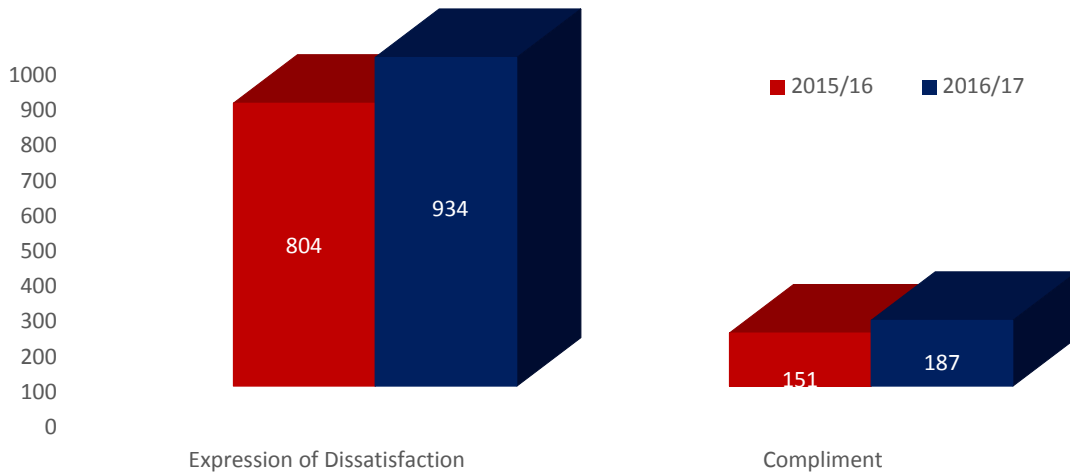
Graph 3 shows that 97% of negative feedback was resolved as part of routine business matters (including third party claims).   26 complaints were resolved in the informal process as opposed to 39 in 2015/16 and just 3 complaints entered the formal process. This points to better resolution and outcomes in 2016/17 than the previous year, despite an increase in numbers.

Graph 3   Complaint By Stage
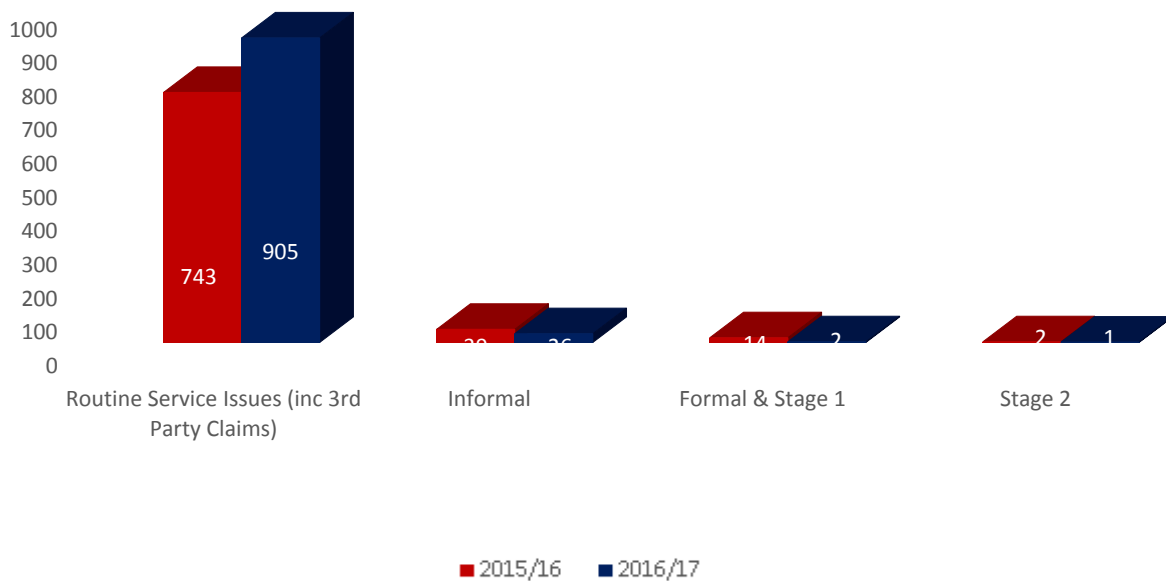

A new focus on the resolution of complaints at an early stage in the process has therefore improved outcomes, with a reduction of 14 formal / stage 1 complaints in 2015/16 to just 2 in 2016/17.   One of these complaints was resolved by the payment of a 'good will gesture' of £100. The single Stage

2 Corporate Complaints Committee hearing in 2016/2017 resulted in the customer accepting the council's formal apology for miscommunication.

1.3 What do people make corporate 'complaints' about?

Graph 4 shows that 'community services' continue to be the single most common reason for expressions of dissatisfaction in about 75% of all cases.   This is because of the considerable size of Community Services and due to the fact that roads and the weather impact on every Lancashire citizen.

Graph 4

Service Type
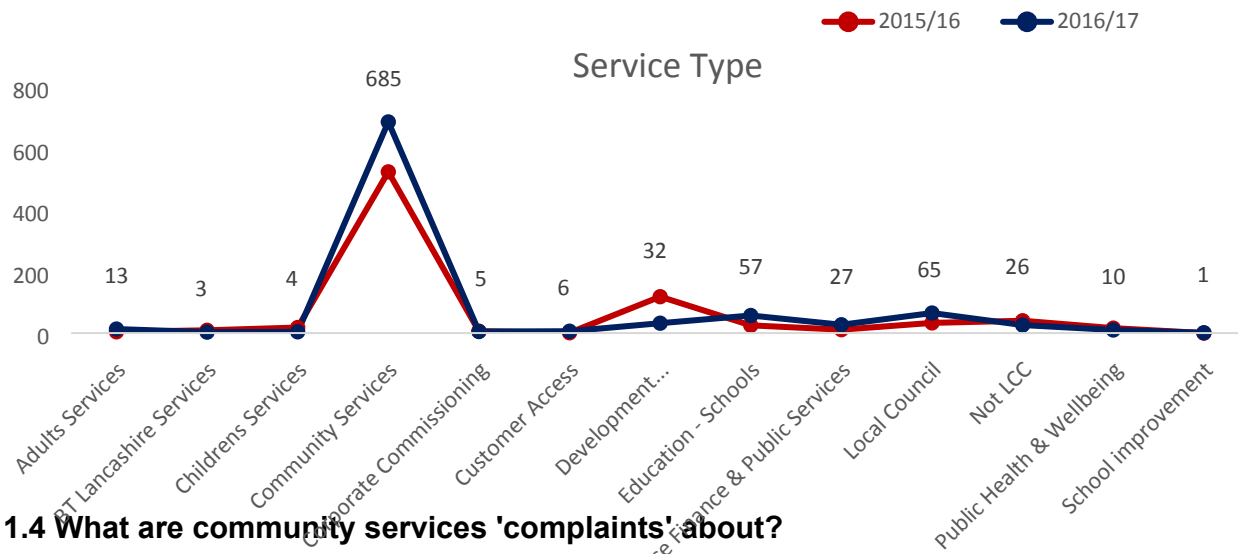
1.4 What are community services 'complaints' about?

A further breakdown of the 685 community service expressions of dissatisfaction can be seen in Graph 5 below.

Lancashire Highways received the majority of 'complaints' at 594 (including 68 claim requests).   Of these just over 10% (44) were in relation to the Fishergate Bus Lane changes and a further 4% (18) were due to the service closures. The breakdown of these 18 is: 7 due to the ceasing of bus routes, 6 due to the closure of libraries and 5 were other service closures within Lancashire, during 16/17.

Graph 5

Community Services
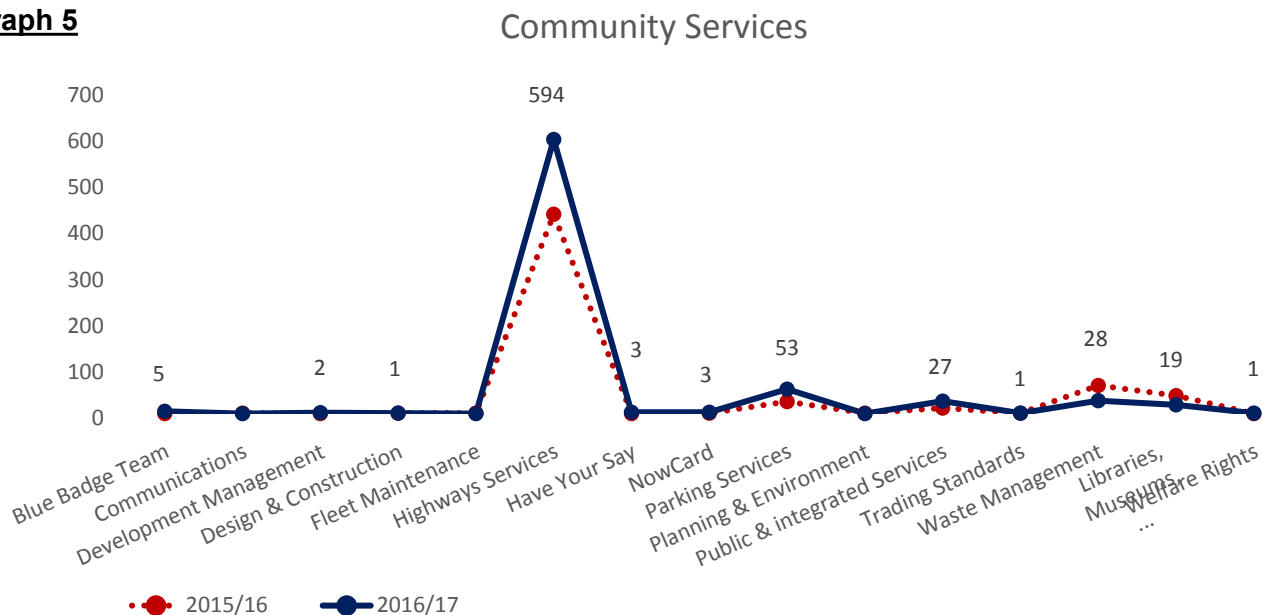
The Council does it's best to resolve all complaints well before hearings become necessary.   By actively managing complaints, some early referrals in 2016/17 were agreed to the Local Government Ombudsman (LGO).

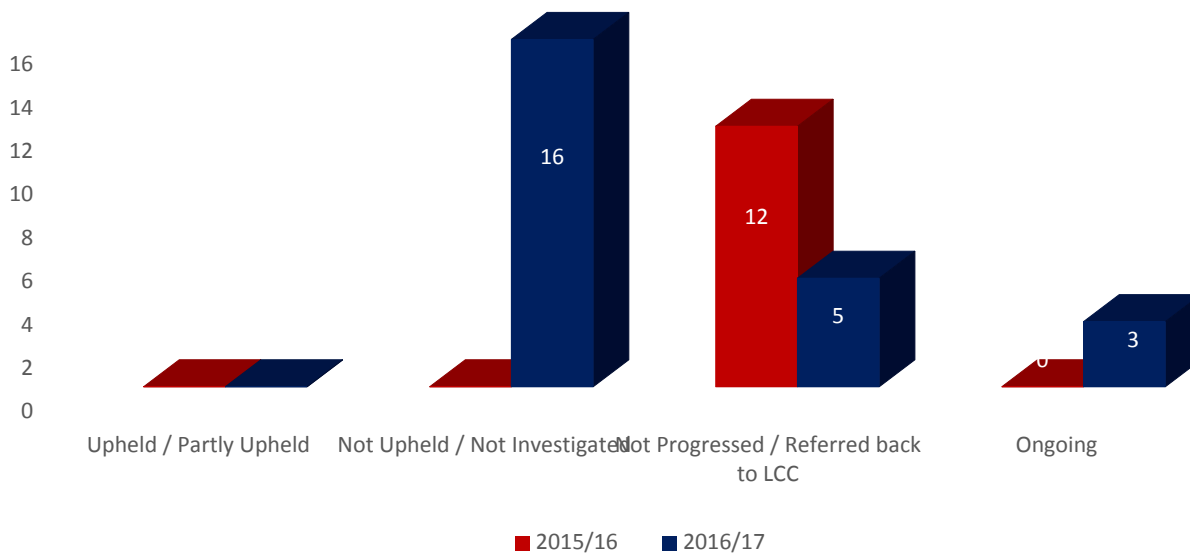**Graph 6**

Final Outcome of LGO Complaint referrals

2015/16 ■ 2016/17

Of the 24 LGO Corporate complaints enquiries, 16 were not upheld or not investigated by the LGO, 5 were 'not progressed' (i.e. they were either referred back to the council, a local resolution was agreed or the LGO decided not to investigate).   Three corporate complaints are currently ongoing or awaiting a final decision from the LGO.   A total of £50 was agreed in local settlements (for an enquiry received in 2015/16).   **It should be noted that the LGO did not uphold any corporate complaint referral in 2016/17.**

1.5 Learning from corporate complaints

- Updates have been added to the council internet website to update and incorporate information in relation to the different stages of the corporate complaints procedure
- As a result of an increase in 'first reports of faults' coming to the complaints team in the first instance, new signposting has been added to the complaints internet website to signpost people to the 'Report it' website without registering a 'complaint' with the council.
- In relation to the increase in 'complaints' coming into the central complaints team, a new process has been agreed with Highways to focus on the resolution of expressions of dissatisfaction within strict timescales.
- The complaints manager will personally speak to every potential Stage 2 complainant to ensure we have understood their complaint correctly and ensure that all reasonable action has been taken to resolve the complaint before a Stage 2 complaints hearing is arranged. This action and the new Highways process has increased complaints being resolved locally and reduced the need for stage two hearings.
- In relation to a complaint about a public right of way, an amendment has been added to the council interactive map
- In relation to a complaint made about how an information governance request was handled, a new process has been agreed to handle such complaints.
- In relation to a complaint about a bus pass mistake (when three experienced staff were all allowed to leave the Council at once) internal processes between the finance team and school transport teams were examined and improved as part of a system review of the school transport customer journey
- When the council acknowledges fault and when members of the public are in hardship and

in debt, the council will consider the offer of direct payments to be extended into the future (eg spread over 24 months instead of 12) to make payments more affordable.

- The complaint manager will when circumstances dictate, undertake independent corporate complaint investigations and make recommendations for the council
- All learning and actions as a result of Stage 2 hearings will be taken to the next planned Corporate Complaints Committee which sits.
- The 2012 corporate complaints committee policy and procedure is in the process of being revised for 2017.

1.6 All corporate compliments

Graph 7
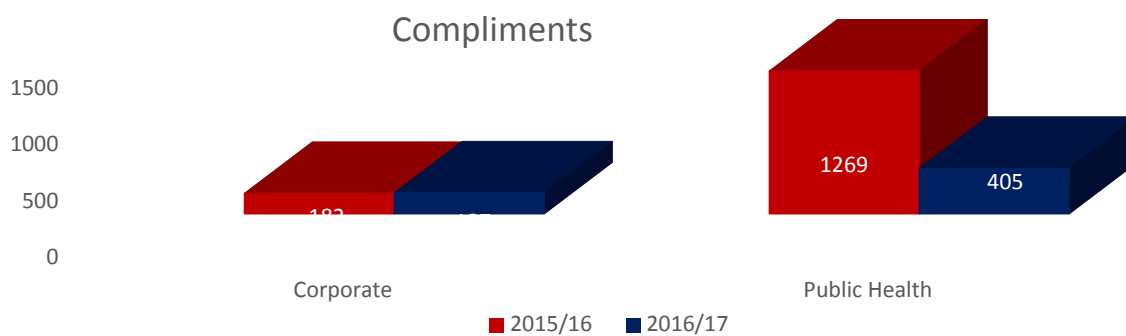
As can be seen in Graph 7, a total of 592 compliments were made in 2016/17. Despite a large reduction in the collection of public health compliments since 2015/16, the majority of compliments made about council services in 2016/17 are still made in relation to public health commissioned services with a proportion of just over 68% of all compliments received. The amount of compliments generated is generally in relation to the nature of the business and directly proportional to the amount of business that the Council undertakes in particular service areas. Compliments are always shared with the line managers concerned and staff are also sometimes nominated for Pride Awards from this customer feedback.

Public Health Commissioned Services

2.1 Complaints and Compliments

Public Health services are provided to the public through commissioned providers.   However as the Council is responsible for the quality of these services, it monitors the performance of these contracts and providers report back quarterly on their performance.

Graph 8 shows a considerable increase in the number of complaints received this financial year with also a significant reduction in the number of compliments received.   The explanation for this is that a number of services across public health were decommissioned in March 2016.   There were also a much larger number of contracts in 15-16, with more service providers regularly feeding their figures back quarterly.   Reduced numbers of contracts and services were tendered and commenced in April 2016, operating on larger Lancashire footprints rather than districts, which therefore also had an impact on numbers. In addition, a restructure took place during 2016/17, and there was limited or no communication taking place with service providers during that period due the internal changes and the mobilisation and implementation of services.

So although the monitoring of performance reports was maintained to an extent in 2016/17, as part of business continuation, for all the above reasons, it is unlikely that the service compliments will ever recover to the numbers recorded for the 15-16 period.   It is hoped that complaint numbers will reduce as new services establish themselves.

Graph 8
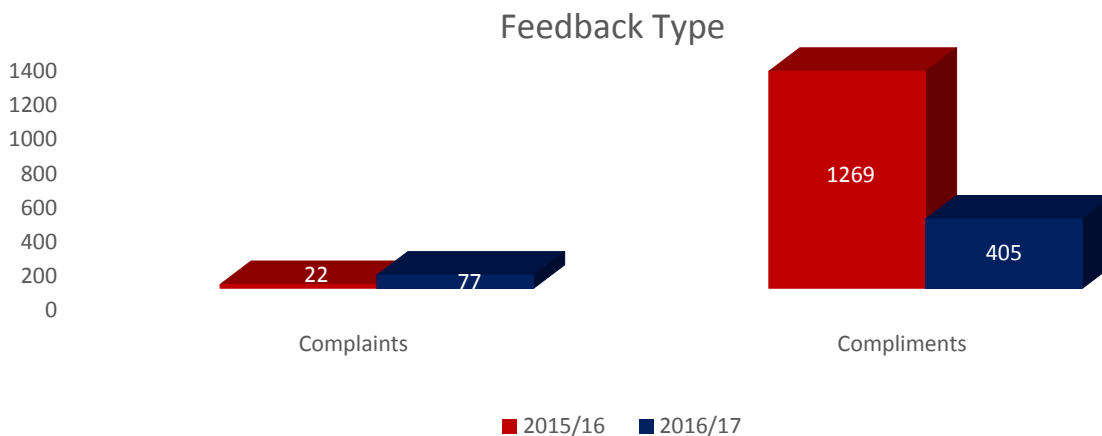
Cabinet Committee on Performance Improvement
Meeting to be held on Tuesday, 12 September 2017

Report of the Director of Commissioning

Electoral Division affected:
(All Divisions);

Withdrawal from the European Union: Implications for Lancashire County Council

Contact for further information:
Kieran Curran, (01772) 536068, Policy, Information and Commissioning Manager (Live Well),
kieran.curran@lancashire.gov.uk

Executive Summary

At the meeting of the 27 June 2017 Members requested further information around Brexit.

This report details some of the more significant issues facing the County Council in the wake of the UK's exit from the EU.

Recommendation

The Committee is requested to note the contents of the report.

Background and Advice

1. Introduction

At the meeting of the 27 June 2017 Members requested further information around Brexit.

Following the result of the referendum on Britain's Membership of the European Union in June 2016, the UK government invoked Article 50 of the Treaty on the European Union on the 29 March 2017. This means that the UK would be set to leave the European Union on 29 March 2019.

While Article 50 has been triggered and negotiations between H.M. Government and the EU are underway, large questions remain over the future of the UK, including its position in relation to EU law and regulations, its future trade arrangements, and the prospects for a UK regional funding framework to replace existing EU programmes. Moreover, these unprecedented changes come at a time of continued constraint in local government budgets and growing uncertainty over the future of devolution in England.

Lancashire
County
Council

Local government does not have a formal role in the negotiation process but the Local Government Association, through its Brexit task and finish group, is attempting to influence the debate and has made a number of interventions in recent months over the future of European-led funding programmes and decisions over retaining, amending or scrapping EU laws once they are converted into domestic law.

The following sections detail some of the more significant issues facing councils in the wake of the UK's exit from the EU. This paper does not speculate as to the possible outcome(s) of the two-year negotiation process or make any judgments about the efficacy of any individual policy decision, nor take a view on the likely impact of any transition process introduced as a result of the negotiation.

2. Macro-economic impacts

Since the referendum there has been a good deal of speculation as to the likely impact of Brexit on economic growth rates, employment and the general business environment. While economic forecasts vary, some change to the terms of trade for Lancashire firms involved in European export markets are highly likely over the next two years (or more, if a transition period is agreed post-2019).

Trade: Export performance has come under increasing scrutiny in the wake of the referendum result and the impact on EU-UK trade will depend on the relationship brokered between the UK and the EU through the negotiation process. Whatever arrangements are agreed, most economic forecasters agree that the costs of trade between the UK and the EU are likely to increase. That said, the decision to leave the EU also provides an opportunity for the UK to negotiate new and potentially better and/or more ambitious deals with its trading partners.

Lancashire firms export £3,011 million worth of goods and services globally each year. Exports to the EU make up 62% of the total, or £1,876 million each year (see Figure 1, below).
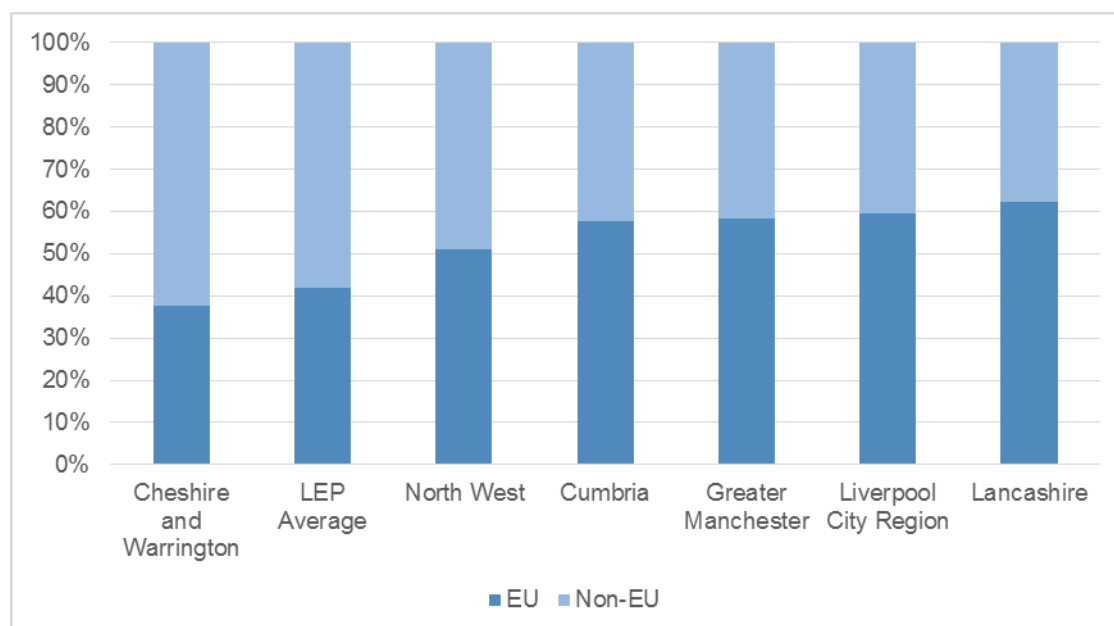
Figure 1: Share of EU and Non-EU Exports by LEP area, 2015. *Source: HMRC*

France is the top destination for Lancashire exports, followed by Spain and Germany. A breakdown of Lancashire exports by sector is provided by Figure 2, below.

Overall, the North West export market is worth an annual £19,138 million. Of the top ten destinations for North West exports, seven were located within the EU, with China (£1,299 million, 7%) and Turkey (£512 million, 3%) the only other Top 10 partners besides the USA outside of the EU. This underscores the importance of the EU as a trading bloc for the North West.

LEP	Food and Live Animals	Beverages and Tobacco	Crude Materials	Mineral Fuels	Animal and Vegetable Oils	Chemicals	Manufactured Goods	Machinery and Transport	Miscellaneous Manufactures	Other commodities	Not Classified
Cheshire and Warrington	4%	0%	0%	0%	0%	44%	7%	24%	3%	0%	19%
Cumbria	0%	0%	0%	0%	0%	34%	28%	20%	4%	0%	15%
Greater Manchester	5%	0%	4%	1%	0%	25%	14%	24%	23%	0%	3%
Lancashire	**7%**	**0%**	**1%**	**0%**	**0%**	**40%**	**14%**	**26%**	**10%**	**0%**	**0%**
Liverpool City Region	19%	0%	7%	2%	0%	30%	11%	22%	8%	0%	2%
North West	6%	0%	2%	0%	0%	36%	11%	24%	10%	0%	9%
LEP Average	3%	1%	1%	2%	0%	16%	8%	31%	14%	10%	17%

Figure 2: Exports by Sector, 2015 *Source: HMRC*

Foreign Direct Investment (FDI): The UK is by far the biggest recipient of foreign investment in the EU with almost half of the FDI stock in the UK originating from the EU (PwC, 2017). Councils have benefitted from FDI from the EU, with many European firms that have operations in the UK paying substantial sums to local authorities via business rates. FDI also brings other benefits, including increased productivity, increased wages, employment opportunities and new technologies.

Depending on the outcome of negotiations, there is a possibility that European firms will be deterred from investing in the UK. The UK could be perceived as more isolated or less open to foreign investment. Depending on the final arrangements governing the UK's relation to the Single European Market, UK and European businesses could be susceptible to new trade tariffs and, importantly *non-trade* tariffs (e.g. regulations, rules-of-origin, quotas etc.) which could raise barriers to market entry even higher. In the face of this future uncertainty, local councils (in conjunction with LEPs) will have to re-double efforts to attract and support businesses from the EU. This may require re-evaluating policies and tools to attract international (i.e. non-EU) businesses with a greater focus on Asia and North America.

This point is especially important given the proposed (but still uncertain) changes to business rates. Under current plans, local government is to become more economically 'self-sufficient', with the government planning to terminate local

authorities' Revenue Support Grant by 2020 and implementing 100 per cent business rates retention. This will mean that local councils will directly rely on the business rates from local businesses.

Workforce issues: Restrictions on migration from the EU may impact on recruitment and the skills base available to Lancashire businesses and the public sector (for example, 80,000 of the 1.3 million workers in the UK's adult social care sector are from the rest of the EU). There is already some evidence that EU citizens working in the UK are leaving for another country or returning home.

EU Nationals living and working in Lancashire: The fate of EU nationals currently living, working and studying in the UK (and vice versa) has been a much-discussed feature of negotiating process.

The Office for National Statistics estimates that there were approximately 45,000 EU nationals resident in Lancashire-12 in 2015-16 (excluding some residents in communal establishments). However, these estimates are based on the Annual Population Survey and rely on small samples of voluntary responses, especially at a county or district level. The estimate therefore comes with a wide statistical margin of +/- 14,000. A further 13,000 EU nationals are estimated to reside in Blackpool and Blackburn with Darwen (+/- 4,000).

The 2011 Census estimates the workday population in England and Wales by country of birth. The workday population is an estimate of the population during the working day and includes everybody who works in an area (wherever they usually live) and all respondents who live in the area but do not work. The figure for the county council area is 23,407.

The Department for Works and Pensions collects data on National Insurance (NI) number registrations to non-UK nationals. Data used in this report is by year of registration for a national insurance number. This may differ from a person's year of arrival in the country as some people may engage in activities for which a NI number is not needed such as studying or homemaking. In addition, this data measures new registrations for a NI number (or inflow). It does not measure outflow (people returning home) or the stock of people in the country. The original data is published at local authority district, adjusted for reasons of disclosure control. Data was not published for counties.

Poland remained the major source of registrations for the Lancashire-14 area in 2015/16 with 2,130 or 23.8% of the total.

1. Poland: 2,130 registrations
2. Romania: 1,530 registrations
3. Bulgaria 570 registrations
4. Italy: 500 registrations
5. Spain: 340 registrations
6. Portugal: 330 registrations
7. Hungary: 320 registrations
8. Lithuania: 210 registrations
9. Latvia: 190 registrations

10. Czech Republic: 170 registrations
11. Slovakia: 150 registrations

For more information, please see:
http://www.lancashire.gov.uk/media/889550/national-insurance-registrations-2015-16.pdf

3. Impact on council services

Transfer of powers/Regulations: EU laws impact on many of the council services that affect people's day-to-day lives, from protecting people from unsafe food to regulating how councils buy goods and services. Local government in the UK currently complies with a plethora of EU legislation in key areas like local economic development, waste collection and employment.

Following Brexit, the supremacy of EU law will no longer apply. With no obligation to follow EU legislation, H.M. Government will have the jurisdiction to amend or repeal EU laws. For example, a key piece of EU legislation for local government is the EU Waste Collection and Disposal Directive. The legislation, which has been incorporated into domestic law, sets out a specific framework regarding the management of waste and imposes recycling targets to be achieved by 2020. The government has published a White Paper on legislating for the United Kingdom's withdrawal from the European Union, dubbed the "Great Repeal Bill". The White Paper outlines how the government intends to carry EU law into UK law and ensure maximum certainty on the day the UK leaves the EU.

Until the terms of Brexit are fully understood, key sectors of the Lancashire economy will not be able to fully assess the impact on their businesses in terms of their levels of competiveness, interaction with key markets and the regulatory frameworks which surround their industries.

Brexit may present new opportunities and simplified regulatory frameworks which offer a competitive advantage. However issues such as the withdrawal from regulatory agencies such as EURATOM (Nuclear) and EASA (certification of aircraft parts) are a concern to local businesses in those sectors.

There are several areas that are likely to impact on county council services (or our providers), including:

- Working Time Directive and Agency Worker Regulations (2010)
- Procurement and competition law
- Social work regulation and accreditation
- Human rights protection
- Rights of people with disabilities (housing, education and independent living)
- Equalities
- Health & Safety regulations
- Crime and security (e.g. European Arrest Warrant)

In its [response to the publication of the government's White Paper on the Great Repeal Bill](), the LGA called for local government to play a central role in deciding whether to adopt EU laws once they are converted into domestic law:

> "Brexit should not simply mean a transfer of powers from Brussels to Westminster, Holyrood, Stormont and Cardiff Bay. It must lead to new legislative freedoms and flexibilities for councils so that residents and businesses benefit. Taking decisions over how to run local services closer to where people live is key to improving them and saving money."
>
> Lord Porter, Chairman of the Local Government Association

Procurement: The chair of the LGA's Brexit task and finish group Councillor Kevin Bentley (Deputy Leader and Cabinet Member for Economic Growth, Skills, Infrastructure and Digital Economy, Essex CC) has called on ministers to use the opportunity to Brexit to ["free" councils by reducing bureaucracy and red tape,]() introducing a simpler system that could speed up contracting and cut administration bills. The LGA said that current procurement rules "sometimes sits uneasily" with efforts to promote local economies and pointed out that almost no public contracts end up being awarded to companies in other EU member states.

A "lighter touch" system should be introduced after Brexit that also gives councils the freedom to use local suppliers, specify a minimum local living wage for contracts and demand training for employees, the LGA said. Regulation of public procurement will clearly continue to be necessary post-Brexit so allow councils can demonstrate best value for money and ensure effective and fair competition. But introducing more local flexibility and easier procurement rules after Brexit would "provide more community benefits and more growth opportunities for small and medium-sized enterprises" and "allow councils to promote local suppliers and local labour and ensure workers earn a decent wage."

State Aid: EU State Aid rules prevent the use of taxpayer-funded resources to provide assistance to one or more organisations in a way that gives an advantage over others and is regarded as a distortion of competition. If the UK no longer had to comply with State Aid rules, aid could be given in the form of tax relief as well as the provision of grants and other government funding.

Environmental Policy: EU laws and regulation govern a wide range of environmental policies of interest to the country council and Lancashire businesses. EU Directives on renewable energy, recycling and waste management, and air quality/emissions have largely been incorporated into UK legislation in one form or another. For example, Britain's own unilateral Climate Change Act actually imposes even tougher requirements for cutting carbon emissions than the EU Renewable Energy Directive. Similarly, both Environmental Impact Assessments and Strategic Environmental Assessments have become an integral part of the planning system.

However, there has still been speculation that withdrawing from the EU might allow the UK to set more lenient targets, extend timescales, or remove the threat of fines for non-compliance. Of particular importance to the county council are the Waste Framework Directive (2008) (under which the UK must recycle 50 per cent of its household waste by 2020) and the Landfill Directive (1999).

Since 2014, the European Commission has also been developing the "Circular Economy" package of additional proposals concerning waste. The overall idea of the plan is to create a more "circular" economy in which resources are recirculated within the economy. The draft Circular Economy Action Plan included ambitious targets to increase municipal recycling to 65% by 2030, and limit landfilling to 10% of municipal waste. The UK had previously signalled its concerns with these proposals and the likely additional impacts they wold place on UK households and businesses.

Many commentators have concluded that, post-2020, Brexit appears unlikely to make a huge difference to UK energy and environmental policy, although some risks remain. According to the House of Commons library: "The benefits of effective waste management to both the environment and the economy may mean that UK withdrawal would not lead to a substantial change in approach, but it would reduce the impetus to meet legislative targets within clear timeframes and remove the threat of legal challenge for any failure."

In July, the government's white paper on the Great Repeal Bill confirmed that it will seek to convert "the existing body of EU environmental law into UK law, making sure the same protections are in place in the UK and laws still function effectively after the UK leaves the EU. Any future changes to our legislation will be subject to the usual parliamentary scrutiny. We will work closely with communities, environmental organisations and other stakeholders to help build our future plans for environmental protection." Further, the government promised to produce a "comprehensive" 25 Year Environment Plan which will set out how it plans to "improve our environment as we leave the European Union and take control of our environmental legislation again."

The repeal Bill is expected to include regulations on waste, packaging, waste electrical and electronic equipment and landfill – although the government has said that it could consult on changes to regulatory frameworks in the future. This will mean that existing targets and commitments established in EU legislation such as the Waste Framework, Floods, Packaging and Packaging Waste or Landfill Directives will continue to apply at least until the government has put in place alternative legislation to pursue a different course.

Critics of these proposals have focused on the lack of provision for ensuring new laws are properly enforced by institutions in the UK and claim that simple transfer of regulations is insufficient without specific legislation on environmental protections and enforcement.

Funding: The government has faced repeated calls from many quarters to ensure it has plans in place to support regional economies after the UK leaves the EU. Councils have said they will need billions of pounds in extra funding from the Treasury after Brexit to replace the money "lost" from EU regeneration funds. Under current arrangements, councils receive funding packages from a multitude of sources – including the European Structure and Investment Fund (ESIF) and the European Regional Development Fund (ERDF) – allocated towards investment and development projects. Another key fund is the European Social Fund, which provides funding for employment initiatives and economic prosperity. SMEs in

Lancashire have also received support from the the Northern Powerhouse Investment Fund project, which is is part funded by the ERDF.

In the past, the county council has secured support for projects such as superfast broadband project. Currently, Regional Development Funds and Social Funds totaling some £213 million (or £144 per head) are currently ring fenced for use in the Lancashire Local Enterprise Partnership area up to 2020 to fund business support initiatives, innovation investment, environmental and flood mitigation measures as well as skills development and employability. Following the referendum, projects which have been through the full approval process are not able to sign a contract with DCLG and project spending is being restricted to spend prior to the end of 2018.

The county's main EDRF project 'Boost' has secured a grant funding agreement and is funded until the end of 2018. As far a possible the council is seeking to frontload activity and spending in case funding is prematurely curtailed.

There are no guarantees that local government can continue to tap into EU funding sources once the UK's departure from the EU has been initiated. While the government announced last summer that they plan to supplement funding to projects signed off by the time the UK exits the EU, there is no assurance that projects will continue to be funded. In terms of opportunity cost, there is also no guarantee that the UK government will make funding available for future projects.

The county council's Economic Development Team is working with colleagues across the North West to maintain a Brexit Monitor of these issues and to understand the opportunities and concerns of the local business community.

Other "anchor institutions" in Lancashire (such as the county's universities) may also face negative impacts due to the withdrawal of funding absent any replacement scheme introduced post-Brexit by the UK government.

Some of the leading Lancashire projects funded via these streams include:
- £11.4 million to deliver superfast broadband
- £10 million for business support
- £1.6 million for a scheme aimed at reducing the number of young people not in education, employment and training.

The LGA has called on the government to work with councils to develop a fully-funded and locally-driven successor scheme which gives local areas full control over spending, and to secure continuing access to loans from the European Investment Bank.

A full impact analysis of EU-funded projects in Lancashire is currently underway to determine the level of risk to each project.

4. Issues raised at 10 July regional Brexit regional session

A meeting of local government leaders held last month (hosted by West Lancashire BC) reported the following key issues relating to their areas:

- Effects upon different sectors of the economy. Advanced manufacturing is a concern and digital that supports it. Some uncertainty also regarding food and drink, hospitality, and health and care sector. Concern about relocation of industries that export to Europe.
- Uncertainty for businesses is leading to delayed decisions.
- Citizens' rights are important.
- Regional funding – funding will be needed to rebalance the economy. Funding needs to be devolved with maximum flexibility for local areas making decisions on how monies are spent. Issue around where monies are devolved to.
- Concerns on international students and effects on higher education.
- Effects upon tourism funding.
- Loss of skills e.g. nursing, social care, agriculture due to migration and need to build up local labour and skills.
- Issue of investment for farming to be targeted to ensure sustainable practices.
- Need to provide for inclusive growth.
- Impacts upon housing sector need to be considered.
- Issue of loss of knowledge and skills from the local government sector due to the austerity agenda. Plea that Government recognises that we have a key role to play.
- Concern that support for other sectors will mean reduced funding for other areas.
- Blockage on ESIF due to delays in Government.
- Opportunities around flexibility on local procurement and State Aid.
- Opportunities to provide greater flexibility around other matters e.g. tuition fees payback reduced if work in the 'north'.
- Need to train local people to take job opportunities if migrant labour from EU reduced.
- Funding for enhanced transport links will be needed.
- Role of voluntary sector and any impacts upon it.
- Need to consistent voice from the NW as a whole – Lancashire and neighbouring City Regions could speak with one voice. Many issues cut across boundaries.

Attendees agreed that this matter will be discussed further at Lancashire Chief Executives and Leaders meetings.

5. Summary of Key Risks/Changes and areas for further analysis:

Funding
- Uncertainty surrounding EU rural/structural funds and possible replacements.
- Councils could have a role in managing possible replacement programmes.
- Fiscal approach from UK government regarding local authority funding
- Full assessment of project and programmes contingent on EU funding, assessment of alternative funding streams and gap analysis for future funding requirements.

- Viability analysis of individual projects and options.
- Potential economic impact analysis of reduced Business Rate income.

Regulatory
- Future procurement requirements on major projects and services subject to change.
- Future approach to state aid and economic development interventions may change.
- Move away from EU regulation and directives in terms of environment – landfill, waste water, and energy efficiency: removal or reduction of targets may undermine market for renewables.
- The UK can define its own approach to waste and resource policy which better suits the UK context, reframed around a much clearer set of objectives, underpinned by a coherent set of targets and policies.

- Assessment and timing of current and future procurements.
- Consideration of appropriateness and efficiency of EU procedures for future high value projects, and alternative approaches.
- Assessment of new procurement approaches to stimulate the Lancashire economy.

Economy
- Continued UK economic uncertainty, with possible of slow or non-existent growth.
- Potential property market issues impacting on development projects.
- Potential of foreign-owned businesses to relocate outside UK.
- Reductions in FDI due to uncertainty around Single Market access.

- Assessment of economic vulnerabilities, scale of exports into EU single market, individual employers at risk.
- Scale of FDI and relative share of jobs provided by foreign-owned businesses.

Society
- Levels of migration subject to change
- Impact on availability of skills

- Demographic analysis of local workforce, scale of immigration and impact analysis on housing, school places, etc.
- Impact on workforce of potential reductions in EU migrants around core county council services or key industries.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

This report is a review of the known risks and opportunities potentially faced by the UK, and the local government sector in particular, as a result of the UK's withdrawal from the European Union. It makes no recommendations regarding any specific risk and the report has not analysed or assessed the precise impact of such.

List of Background Papers

Paper   Date   Contact/Tel

N/A

Reason for inclusion in Part II, if appropriate

N/A

Cabinet Committee on Performance Improvement
Meeting to be held on Tuesday, 12 September 2017

Report of the Head of Legal & Democratic Services

| Electoral Divisions affected: |
| All |

Risk and Opportunity Register Quarter 2
(Appendix 'A' refers)

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Executive Summary

This report provides an updated (Quarter 2) Risk and Opportunity Register for the Committee to consider and comment upon.

Recommendation

The Cabinet Committee on Performance Improvement is recommended to note the updated Risk and Opportunity Register, set out at Appendix 'A'.

Background and Advice

Following the corporate approach to reporting on risk and opportunity, the quarter 2 Risk and Opportunity register was recently reported to Management Team. Following this Cabinet Committee, the Register will be presented to Audit & Governance Committee on 25 September 2017. An updated Risk and Opportunity Register is set out at Appendix 'A', and the Committee is asked to comment upon it.

There are a number of entries on the current register that reflect the financial strategy and policies of the previous administration. Therefore, the register will, at the appropriate time, need to be updated to reflect the new administrations financial strategy, policies and organisational proposals. These include:

- CR1 Failure to implement the County Council's MTFS
- CR2 Risk to the on-going financial viability of the county council
- CR4 Delivering organisational transformation
- CR16 Management of the County Council's assets
- CO1 Delivering a new model for public service delivery in Lancashire

Lancashire
County
Council

The key highlights in the register include:

- for this quarter there are three new entries to the register:
  - CR29 Delayed Transfer of Care (DTOC)
  - CR30 Prevent people being drawn into terrorist activity
  - CO5 Apprenticeship levy

- for this quarter there is one deletion:
  - CO3 Opportunities through delivering the draft corporate strategy and property strategy

- allowing for mitigating actions, the residual risk score for the following entries remain 12 or above so the issue remains on the register:

Risk Identification Number (RIN)	Risk Description
CR1	Failure to implement the county council's MTFS. Residual risk score remains unchanged.
CR2	Risk to the on-going financial viability of the county council. Residual risk score remains unchanged.
CR4	Delivering Organisational Transformation. Residual risk score remains unchanged.
CR5	Inability to adequately protect and safeguard children. Further mitigating actions added. Residual risk score remains unchanged.
CR6	Failure to comply with statutory requirements and duties relating to CLA, children in need and children leaving care. Further mitigating actions added. Score remains unchanged.
CR7	Failure to recruit and retain experienced staff within Children's services. Residual risk remains unchanged
CR8	Reputational damage and risk of direct intervention by DFE. Residual risk remains unchanged.
CR12	Inability to implement/maintain systems that produce effective management information. Further mitigating actions added but residual score remains the same.
CR16	Management of the County Council's assets. Further mitigating actions added but residual score remains the same.
CR20	Transforming care (Winterbourne). Residual score remains at 12.
CR21	Service user/customer risk associated with the inability to influence behaviour change in demand and expectations continue to rise. Controls and mitigating actions updated but residual score remains at 12.
CR24	Failure to achieve targets with National Troubled Families Unit. Remains unchanged.
CR25	Failure to implement and meet the statutory requirement to children and young people with special educational needs and/or disabilities remains unchanged.
CR26	Proposed museums closures. Further mitigating actions added but residual score remains the same.
CR27	The mobilisation of the home care framework and subsequent service transfer process. Mitigating actions are being put in place but the residual score remains the same.
CR28	Risk of not fulfilling our statutory duty in relation to Court of Appeal applications. Controls and mitigating actions have been agreed but the

	residual score remains the same.
CR29	Delayed Transfer of Care. Controls and mitigating actions have been agreed but the residual score remains above 12 so it has been added to the register.
CR30	Prevent people being drawn into terrorist activity. Controls and mitigating actions have been agreed to fulfil our duty but the residual score remains above 12 so it has been added to the register.
CO2	Delivering economic growth. Further maximising actions added.
CO4	Health & Social Care Integration. Narrative no change
CO5	Apprenticeship levy and apprentice % in public sector. New opportunity that has been added to the register.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

Good governance enables an authority to pursue its vision effectively, as well as underpinning that vision with sound arrangements for control and management of risk. An Authority must ensure that it has a sound system of internal control which includes effective arrangements for the management of risk. Failure to develop and maintain a Corporate Risk & Opportunity Register means the Council would be negligent in its responsibilities for ensuring accountability and the proper conduct of public business.

List of Background Papers

Paper   Date   Contact/Tel

None

Reason for inclusion in Part II, if appropriate

N/A

Appendix A: Corporate Risk & Opportunity Register Q2 2017/18

Risk Identification Number (RIN)	Risk Description	Risk Type	Possible Consequences	Current Controls	Risk Score	Mitigating Actions	Residual Score	Risk Owner	Direction of Travel
CR1	Failure to implement fully the councils medium term financial strategy including the delivery of planned budget reductions	Economic	Financial Savings not achieved resulting in in-year overspends with pressure on following year budget and reserves depleted more quickly than planned. Reductions in service and/or drop in quality of delivery leading to JR and damage to Council's reputation. New legislative requirements not being met and uncertainty over being able to deliver and/or implement future large projects. Potential for infrastructure to deteriorate.	• Monthly budget monitoring processes for Heads of Service and Directors with particular focus on agreed savings delivery. • Ensure key programmes of activity (particularly linked to savings / downsizing) are adequately resourced. • Quarterly Money Matters budget monitoring reports, MTFS, reserves and Treasury Management reports presented to members (includes capital). • Management Team actions to monitor key areas of expenditure and consider remedial courses of action to address budgetary pressures. • Robust Medium Term Financial Strategy and Plan, updated to reflect variations to resource and demand assumptions. Reserves regularly monitored and reviewed. • Resources allocated to Base Budget Review. Rebalance budget savings via an ongoing risk assessment.	25	• Recommendations from Zero Based Budget Review agree by Full Council on 9th February 2017. • Improve commercial and financial acumen. • Continuously revalidate budget assumptions. • PWC interim draft report 'Lancashire Public Service Delivery Model' presented to Political Governance Working Group and then full Council on 23rd February to allow time for reflection. Full Council resolved to refer the report back to PwC asking them for their final report so that it can be given meaningful consideration and proper consultations can take place with other interested parties. • Communicating with stakeholders to ensure an understanding of the council's financial position and need for change. • Communicating specific proposals and service developments in the context of the financial scenario. • Programme Office supporting services to deliver savings and bring forward savings wherever possible. • An additional £2 billion to councils over the next 3 years to spend on adult social care services. For the council this equates to £48M. • Work being undertaken to identify lowest quartile offer as part of budget savings • Final revenue outturn position is an underspend of £23.101M against a cash limit budget of £713.020M. However, outturn is supported by c£83M from reserves and includes a £23M surplus as a result of treasury management activity. There continues to be an underlying pressure within service budgets particularly in demand led areas such as Children's Social care, Adults Social Care and Waste Services. • Further budget savings options to be considered at September cabinet meeting	16	Section 151 Officer	As time progresses the risk to some extent reduces. However, the risk cannot be fully mitigated until all the necessary enabling decisions have been taken and the relevant budget options have been realised.
CR2	Risk to the ongoing longer-term Financial Viability of the County Council	Economic/ Political/So cial	Problems stored up for the future as a combination of delivery issues in CR1 and further national funding reductions causing minimum reserve position not to be maintained with the risk of not being able to	• Base Budget Review has identified the risk of the County Council not being able to meet statutory obligations by 2018/19. The actual timing of when this situation may occur will be identified from the various monitoring and review process outlined in CR1 above	25	• Risk of the county council not being able to meet its statutory obligations by 2018/19 validated by PWC • Zero Based Review activity (focus on lower quartile) will determine the scope for additional savings in all remaining services within the County Council (ongoing). • Links to Combined Authority work including	25	MT	Level

				set a balanced legal budget in future years.				Healthier Lancashire programme with the NHS as to any opportunities / additional pressures (ongoing). Lobbying – Treasury and DCLG by utilising ongoing existing networks MP's / Members, LGA, CCN, SCT (ongoing) • Development of response to the Treasury and DCLG of future needs assessment/allocation formula. • Communicating with stakeholders to ensure an understanding of the councils financial position and need for change • Communicating specific proposals and service developments in the context of the financial scenario. • An additional £2 billion to councils over the next 3 years to spend on adult social care services. For the council this equates to £48M • Final revenue outturn position is an under spend of £23.101M against a cash limit budget of £713.020M. However, outturn is supported by c£83M from reserves and includes a £23M surplus as a result of treasury management activity. There continues to be an underlying pressure within service budgets particularly in demand led areas such as Children's Social care, Adults Social Care and Waste Services. • Further budget savings options to be considered at September Cabinet			
CR4		Delivering organisational transformation including capacity, capability and resilience	Organisational	The failure to clearly implement the draft corporate strategy that sets out our vision, aims and priorities could result in a lack of purpose, direction and have an impact on service delivery and produce an adverse external audit report. The new structure that seeks to provide the ability to join up our services in a new way may not be fit for purpose. Ineffective employee engagement and buy in. A fall in staff morale could increase sickness absence and stress. Loss of knowledge and skills due to turnover puts demand on remaining staff which can expose the council to key person dependency and	• As part of the base budget review process options for service delivery and redesign have been developed including proposals to stop some services. • Management Team approval of all new appointments and cessation of temporary staff contracts. • Senior Management Development programme implemented. • Positive employee communication and engagement. • Wellbeing initiatives and support for managers and employees. • Introduced a new scheme of delegation for heads of service. • Existing change/programme management support already committed and risk of slowing down this delivery if divert to other major change opportunities including LD. P2I programme has highlighted the need for extra capacity and skill to drive and direct large scale programmes and for the	16	• Interim structures to reflect the base budget review options are being developed and implemented. • Independent challenge • See specific actions in relation to other risk entries i.e. Ofsted inspection • Use of transformation reserves to fund temporary staffing • Implementation of recruitment and retention strategies • Defining new service models across the organisation • Children's service transformation – pilot programme in Fylde & Wyre - ongoing • Extensive information is made available through the councils website which is also used by the customer service centre as a core council information resource • Promoting recognition and benefits of working at the council • Capitalise on the support and expertise that is currently available via Newton Europe to start the identification and skill development of key personnel to a transformation type team and look to use apprenticeship levy to fund training and	12	MT	Level

		the risk of poor resilience. Failure to deliver sizeable saving programmes		organisational need to build that skill and expertise and augment with external recruitment.		support			
CR5		Failure to adequately protect and safeguard children	Social	Children are put at risk of harm.	• MASH (Multi-Agency Safeguarding Hub) to ensure appropriate multi-agency response where there are safeguarding concerns about a child. • Serious incident reporting to ensure appropriate management oversight. • Quarterly Safeguarding Report, including LSCB. • Serious Case Review learning shared to improve safeguarding practice. • Case file audits to promote learning. • Multi-agency inspections. Sector led Peer Review. Challenge undertaken. • Supervision with HOS. • Performance monitoring - action taken to address areas of underperformance.	25	• Caseloads are reducing in line with the targets in the improvement Dashboard. • MASH redesign has progressed - 3 virtual locality teams now in place and North are piloting new way of working. • DCS "line of sight" to frontline practice to ensure adequate protection and safeguarding of children in place - QA measure now developed and to be rolled out across all management grades. • Social Work agency team recruited into Lancaster to support the allocation of work, commencing week of 1 August 2017. • Agency social worker numbers are reducing across county as permanent recruitment progresses. • There is now evidence that the new arrangements are beginning to support improvements in practice as well as compliance. • For the vast majority of children looked after, statutory requirements are completed in a timely way. • Visits to children are taking place regularly, and children are seen alone by their social workers. • Most social workers know the children on their caseload well and have taken time to discover their wishes and feelings. • Social work caseloads are mostly manageable, and staff feel well supported by their managers. Supervision files and case records evidence that most staff receive regular supervision. • Although the quality of assessments remains too variable, several good pieces of work were seen by inspectors and no assessments were deemed to be inadequate. • All children looked after have a written care plan, and some staff have received training in the importance of purposeful planning for children.	16	Director of Children's Services	The risk is being managed and continues to reduce.
CR6		Failure to comply with statutory requirements and duties relating to children looked after, children in need and children leaving care.	Legal/ Political	LA is legally and possibly financially liable, judicial review. Further OFSTED intervention.	• Corporate legal oversight. • Quarterly Safeguarding Report. • Serious incident reporting to ensure appropriate management oversight. • Serious Case Review learning shared. • Peer Review and Challenge. • Stronger management oversight in Districts. • Advanced Practitioners in post. • Case file audits check compliance and quality of practice. • Multi-agency inspections. Sector led	25	• Residential Strategy agreed and is progressing. • Improvement Plan in place to ensure sustained progress in improving the quality of practice and improved outcomes for children.	16	Director of Children's Services	Level

				• Peer Review. • Performance monitoring - action taken to address areas of underperformance.					
CR7	Failure to recruit and retain experienced Social Work staff Failure to recruit and retain Independent Reviewing Officers. Failure to recruit and retain experienced BSO staff.	Organisational	Inability to deliver effective services. High caseloads. Lack of management oversight. Increased staff turnover. Increased agency spend.	• Vacancy monitoring. • Children's Services Workforce Development Strategy and scorecard developed to improve recruitment & retention of staff. • Quarterly Safeguarding Report.	25	• Reducing numbers of Assessed and Supported Year in Employments (ASYE) (June 39.2%, April 50.1%); increasing numbers of social workers with 1-3 years' experience (June 30.1%, April 22%) • Increasing numbers of social workers with 3 years plus experience (June 30.7%, April 15.2%). • The risk is being managed and the position is improving overall, although there are still parts of the county where recruitment & retention remains a significant challenge.	16	Director of Children's Services	Downwards
CR8	Reputational damage and risk of Direct Intervention by DFE. Negative media exposure.	Reputational	DFE manages services directly and removes them from the LA. Commission arrangements brought in. Loss of reputation. Impact on partner agencies.	• Safeguarding and Audit arrangements. Direct management oversight of services. • Media planning around key issues and Serious Case Reviews. Scrutiny of key reports and information. Communication with Comms Team.	25	• Implement actions of Post Improvement Inspection Board. • 12 Week Improvement Plan developed with a clear focus on the consistent delivery of good basic practice. • Peer Challenge. LGA Peer Review scheduled for October 2017. • External consultant audit exercise.	16	Director of Children's Services	Level
CR12	Failure to implement/maintain systems that produce effective management information Failure to improve quality of data in Liquid Logic's systems (LCS/LAS) Operational failure in the main IT Computer Suite (T101)	Organisational	Ineffective collection, collation and input of data Ineffective use of business intelligence, resulting in the inability to identify and respond to changing trends and inform strategic decisions. Impact on strategic planning, understanding and management demand e.g. around demographics and ageing population profile Ineffective reporting arrangements. Statutory returns will be compromised, so incorrect performance will be reported nationally. OFSTED/CQC/LGA and	• Information management strategy. Data Quality processes. Oracle. Local Information Systems. Corporate performance information. JSNA and other needs assessments • Weekly provision of information to operational managers. Monthly Performance Books or dashboards provided to Start Well Management Team and Adults Leadership Team. Use of exception reports to flag up data quality issues. • Over £200k has been invested to improve the back-up services for T101 to improve reliability. However, there are still potential risks regarding A/C cooling, maintenance of UPS units and insurance requirements regarding	15	• Confidence in data quality is much improved, including by Ofsted. • Review of Accuracy Working Group remit agreed to ensure the group continues to add value. The group will merge with the Ofsted Preparation Group to avoid duplication. • LCS Systems Working Group established, chaired by the DCS from June 2017. • Collation and analysis of Child Sexual Exploitation data is showing improvements. • Accuracy Working Group and performance management framework ensuring continued use of management reports within children's social care were established in November 2016. Roll out of a 'Project Accuracy style approach to YOT,	12	MT /Head of Corporate Services /Head of Business Intelligence	Level

				other external organisations will be using inaccurate information to judge performance. Service planning and management will be severely compromised. Reliance on uninterrupted operation of T101 cannot be over emphasised. Power up following an uncontrolled failure takes 5 times longer than after a controlled shutdown. Impact on service delivery	fire alarm links • External support to focus on Children's Services data issues. Introduction of new governance arrangements for children's services. Introduce a new performance management framework that is aligned to draft corporate strategy. • Accuracy Working Group and performance management framework ensuring continued use of management reports within children's social care were established • Multimillion pound refurbishment programme including upgrading the electrical infrastructure of county hall complex - to improve the reliability of the IT Suite.		SEND, FARY now underway. • 'Passport to Independence' reporting work stream incorporating exception reporting. • 'Project Accuracy' for Adults Services focussing on procedures and data quality is now underway.			
CR16		Management of the County Councils Assets	Organisatio nal	Failure to maintain council owned assets and buildings. Inability to deliver in the timescale required and impact on organisational ability to achieve savings Failure to timely deliver a smaller more affordable property portfolio and associated savings. Inability to deliver service plans and savings effectively within required timescales, risks to service delivery across a number of services. Due to the high profile of Property Strategy (Neighbourhood Centres) delayed delivery could have reputational effect. Legal or public challenges.	• Effective planning and programming method of delivery. Management of organisational transition and effective engagement with operational services • Manage health and safety risks of customers and staff and ensure budgets are managed effectively to maintain assets to a satisfactory standard. • Consider and manage risks associated with redundant properties. Planned maintenance approach. Risk assessments and regular H&S inspections. Presently undertaken by various operational service areas. • Delivery of Property Portfolio Rationalisation Programme (PPRP) is being managed by the programme board. Asset Management Service are working to specific timescales for the public consultation and delivery of recommendations to Cabinet. Office rationalisation is ongoing and is being managed by the PPRP team as a whole. Risks for each part of the project are registered and reviewed by the PPRP team and Board on a regular basis, reporting to Management Team separately.	16	• Asset Management Strategy and accommodation review and planned programme of conditions based work • Short-medium term facilities management strategy defined to deliver the spike in resource demand during the organisational transition period • Communicating with stakeholders to ensure an understanding of the councils financial position and need for change • Communicating specific proposals and service developments in the context of the financial scenario • One independent community library (Clayton –le-Moors) established with approval at July Cabinet for another 4 to progress • The risk and opportunity register will be reviewed and updated at the services extended leadership team meetings on a quarterly basis. • A reply to the DCMS has been issued by the Leader and meetings have been held with the DCMS and Senior Officers of the County Council. The DCMS will report back in due course. • Cabinet at its meetings in July and August 2017 agreed to the re-opening of several closed libraries and the delivery of a full library service. Cabinet further agreed to a phased re-opening and delivery of a full library service at a further number of sites. Cabinet also decided to rescind the decision to declare the library premises	12	Head of Asset Manage ment/H ead of facilities Manage ment	Level – In relation to assets the trend is downwards as the Premises Compliance Team improve strategic premises management activity Property strategy – risks are significant but currently managed

| | | | | | Communications strategy for property strategy | | | | | |

First row (continuation, top of page):

- Communications strategy for property strategy

- A further letter has been received by the Department for Culture, Media and Sport (DCMS) on behalf of the secretary of state explaining that the minister is minded to order an enquiry into the changes to library service provision but that the opportunity will be provided for all interested parties to make further representations before a decision is made. Information must be sent in by the 9 June 2017.

surplus to requirements.

- Re-opening of closed libraries: The majority of the book stock from the closed libraries is in central storage and will be made available again when libraries re-open. Self-service equipment has been stored and some furniture has been retained. The service has a central management and resources infrastructure which will support the reopening of libraries across Lancashire. The resources team, has, however been reduced in size at the previous restructuring to reflect the need to make savings and fewer number of libraries which are currently open. The service will shortly begin a recruitment exercise to prepare for reopening at the sites agreed by cabinet.

| CR20 | Transforming Care (Winterbourne)- the accelerated discharge of the population of adults with a Learning Disability from secure hospital in-patient beds into community houses | Economic/ Political/So cial | Increased pressure on the adult social care budget. Resettlement from hospital to community health and social care packages shifts the funding responsibility from solely NHS to a shared responsibility between CCG's and LA's to fund these high cost intensive health and social care packages. LCC may not be able to afford these new packages of care in the current financial climate. There is a National Plan to facilitate discharge therefore there is a reputational and political risk in not achieving as Lancashire is identified as a National Fast Track programme for this work due to the high number of Lancashire residents currently in in-patients LD hospitals. The closure of Calderstones hospital is part of this national plan. Failure to agree locally a reasonable figure for a dowry that is planned to follow a person from hospital (NHS) to LA's is a further financial risk. |

Controls column:
- There is a governance structure for the Fast Track programme through the Fast Track Steering Group with representation from LCC Director Adult Social Care and HoS Commissioning working alongside SRO's from NHS and CCG's in order to achieve agreement on financial issues including the dowry and any future agreement for a pooled budget. There are identified work streams each with a defined action plan with leads identified from commissioners across Lancs. Work streams are monitored by the Steering group in addition to oversight by NHS England. The trajectory for possible discharge Sept 15- Mar 19 is to be carefully monitored so appropriate development and procurement of suitable housing and care can be planned for.
- Development of a pooled budget between health and social care currently being developed. Still an interim agreement in place that funding for discharges comes 100% from health until the development of the pooled budget. Management Team have taken a position that all discharges will be funded by CCGs not by the Local Authority for the immediate future. Management Team have also committed to the development of a Pooled Budget with the NHS.

Score: 16

Further actions column:
- Improved engagement with procurement colleagues to ensure due process is followed operationally in meeting the needs of this population.
- Lancashire's Fast track plan identifies the implementation of a revised model of care for people with LD improving crisis support through multi-disciplinary teams.
- This approach is aimed at reducing admissions and supporting providers to maintain a person's tenure in their chosen house rather than re-enter hospital.
- The plan commits to securing improved and alternate care and housing solutions for this population with the aim of creating shared tenancies with back ground support, rather than the current single tenancy model currently used, which will be more cost effective. There are plans to stimulate the provider market to inform innovative solutions to providing for these peoples care
- STP budget considerations
- The financial risk had been negotiated with the CCG and immediate pressures remain offset whilst negotiations around the pooled budget take place.

Score: 12

Owner: Director of Adult Services

Direction: ↑the direction of travel is increased as these are new service users entering the social care system from the NHS, the risk is constant from a financial perspective as the cost will be high and require providing for life. (although there are plans to mitigate costs through a dowry system.)

CR21	Service user/Customer risk associated with the inability to influence demand whilst expectations continue to rise	Reputational/social/economic/political	Demand and expectations continue to rise against a backdrop of reduced resources, thus leading to service failure and an increase in complaints. Failure to integrate health and social care to reduce pressures on demand and expectations as a result of ageing population. Unacceptable waiting times for assessment and reviews including occupational therapy, safeguarding and social care reviews.	• Consultation and engagement with service users and customers. Co-ordination of communications. Changes and impacts communicated to stakeholders. Impact assessments. Alternative delivery options being explored as part of base budget review option development. Learning from complaints and oversight at CCPI.	16	• Alternative delivery options being explored as part of base budget review option development • In relation to adult and children's social care Newton Europe have been partly been engaged in this area of work • See opportunities entry on Healthy Lancashire • Early help and prevention investment in integrated wellbeing services • Children's demand management strategy • Additional capacity is being secured in key areas such as social work and occupational therapy • Realignment of management capacity in adult social care to provide improved focus on operational priorities • Clear triaging/prioritisation schemes at Customer Access Centre • Work with Newton Europe is underway to improve productivity • Working with health partners to improve arrangements around discharges from hospital • Communicating with stakeholders to ensure an understanding of the councils financial position and need for change • Communicating specific proposals and service developments in the context of the financial scenario • Financial management board monitoring budget pressures • 0-25 Board work ongoing • Adults demand assumptions – independent scrutiny and challenge by LGA • Partnership event focussing on risk and demand within children's services	12	MT	↓ Downwards.
CR24	Failure to achieve targets agreed with National Troubled Families Unit team due to the specific requirements of the programme. Failure to provide robust data to evidence the impact on outcomes for those families engaged with the programme	Economic Political	Failure to accrue maximum income from the programme for the authority Possible reputational risk as a result of failing to meet the national target. Risk of additional scrutiny of Lancashire's response to the programme	• Robust tracking processes in development with view to maximising payment by result claim opportunities. • Improvement plan implementation to ensure that 'attached' cases meet national TFU principles with operational staff. • Ongoing data matching to identify new eligible families • Business case to recruit to staffing vacancies approved.	20	• Development of reporting processes to ensure monthly progress checks against targets • Business case to request additional resources to support tracking and claiming processes • Redesigning of outcomes plan to set more achievable/realistic targets • Exploration of systems that can be used to undertake the necessary analysis for Lancashire's response to the programme. • Establishment of multi-agency "engine room" to drive multi-agency partnership working. • Workforce development ongoing for CAF and LP working. • Revised CAF documentation, Quality Assurance and processes to assist in meeting requirements.	16	Head of Wellbeing, Prevention and Early Help	Upwards

	CR25	Failure to implement and meet the statutory requirement to children and young people with special educational needs and/or disabilities.	Organisational	Not providing adequate service to SEND leading to inspection failure. Lack of appropriate IT platform. Failure to recruit and retain staff. Commissioning arrangements with health not consistent.	• Self-assessment completed against new framework • N/W regional peer support group established	16	• Implementation of the early help (IT) module. • Recruitment of qualified staff funded by the SEND reform grant. • Commissioning arrangements with Health being reviewed.	12	Head of Special Education Needs and Disability	Level
	CR26	Proposed museum closures	Organisational/political/reputational/financial/legal	The proposal to close five museums has attracted negative publicity nationally, regionally and locally due to the national importance of the sites and collections Impact on staff leading to sickness absence Financial risk associated with not being able to close buildings because of the statutory responsibly to provide the service	• Regular contact is being maintained with colleagues in the commissioning team, asset management, equality and diversity, communications and business intelligence as and when required. • Decisions on process continue to be cleared through legal services and cabinet member where appropriate. • Expressions of interest have been invited for interested parties who can show that they have the resources and expertise to continue operating the museums and ensuring their collections continue to be made accessible to the public. • English Heritage have indicated that they will not submit an offer following discussions aimed at the transfer of ownership of Helmshore and Queen Street Mills. There are, however, ongoing discussions with Historic England regarding these two sites. • Fleetwood Museum will reopened on Good Friday, 14 April 2017 and the county council will manage the museum until the formal transfer to Fleetwood Museum Trust as the new operator is completed, expected to be no later than the start of June 2017. • Negotiations are continuing with regard to the future operation of The Judges Lodgings and Museum of Lancashire.	16	• The County Council has committed to re-open and manage Fleetwood Museum from the 1 April 2017 until the formal transfer to Fleetwood Museum Trust as the new operator is completed. • Options Appraisal for Queen Street Mill Textile Museum and Helmshore Mills Textile Museum	12	Head of Libraries, museums, culture & registrars	Level

CR27	The mobilisation of the home care framework and subsequent service transfer process	Organisational/political/reputational/financial/legal	Risk of legal challenge to the tender process Risk of significant increased costs to the Council Risk of challenges in the mobilisation and transition Capacity issues within teams to support the mobilisation and transition to the home care framework and ensuring that the Council's systems are able to support the requirements of the home care framework structure. Challenges relating to providers Potential disruption caused to service users.	• Staff and County Councillor briefing notes have been shared. • Steering group established. • Mobilisation workshop with services who will be required to support the project. • Evaluation of the implications for services have been identified through a self-evaluation form completed by each service who will be impacted. • Work has already been undertaken around systems. • Council services who have been engaged have a good understanding of the implications and what needs to be done.	16	• Transforming Social Care in Lancashire Board to oversee the mobilisation of the home care framework and subsequent service transfer process and that the Home Care Mobilisation Steering Group should report to this Board for decision making. • Project directly linked to the Passport to Independence Programme and involve Newton Europe in the development of the mobilisation plan. • Management Team have agreed additional resources to support the implementation of the home care framework	12	Director of Commissioning	level
CR28	Risk of not fulfilling our duty in relation to Court of Protection (COP) applications		The financial risk to the LA of failing to make a COP application and having to pay damages & costs depends on the type of breach. A substantive breach can attract a damage claim in the tens of thousands. It is estimated that 3150 people in Lancashire now need a COP Deprivation of Liberty application on an annual basis to meet the Cheshire West Acid Test. This does not take into account service users waiting for a social care review, nor any increase in demand.	• Newton's have taken current activity on COP work into account, but not the potential 'backlog', so current resources (social work, legal and admin) are insufficient to meet the extra demands of COP work. • One-off Government Grant to address the back log created by 'Cheshire West' is insufficient to deal with the pressure of additional work. A legal challenge lead by 3 LAs has failed	16	• Report to August Cabinet established interim policy position and approved the implementation of a COP Prioritisation Tool Kit.	12	Director of Adult Services	Level
CR29	Delayed Transfer of Care (DTOC)	organisational	Service users staying longer in an acute hospital setting leads to deconditioning of service user (older people often loose skills and the physical ability to undertake activity), which	• Regular data set produced and analysed by business information. • Cluster boards for P2I for reablement and acute joined to ensure good coms. • Focus at Better Care Fund (BCF)meetings	20	• Commissioning of a home care framework. • Increasing capacity of reablement service. • Implementation of eight high impact changes using BCF monies to facilitate. • Roll out of passport to independence in an acute setting • iBCF spending plan, which is intended to have	16	Dir of Commissioning	Upwards

		increases reliance on social care post discharge and as a result an increased cost. Increased pressure on adult social care. Cost to the health economy, as prolonged hospital stay, will increase tariff. Effect on relationships with health economy and wider political impact.					- positive impact on DTOC, agreed by HWBB in August 2017. - Development of dashboard to provide better Management Information within LCC. Proposed discussions to ensure that activity related to DTOC Dashboards is joined up across the STP. Review - November 2017. - Proposed Health Scrutiny review - January 2018.			
CR30		Failure to Prevent people being drawn into terrorist activity	Social	People suffer harm as a result of a terrorist incident.	- Burnley district has been identified as a level 2 priority area. - Multi -agency Contest Board in place and key risks identified to Lancashire Chief Executives Group. - Multi-agency Prevent delivery plan in place. - Local Risk Assessment Process in place. Channel process in place for referrals and intervention. - Robust reporting structures in place to respond to concerns/problems. Training Programme in place. - Safeguarding policy and procedures reflects Prevent Duty. - Other relevant policies and procedures including ICT reflect Prevent Duty. - Engaged with a range of civil society groups. - Established reporting structures in place.	20 (following Manchester and London terrorist attack May/June 2017 national JTAC threat level is "severe" an attack is highly likely.)	- LCC Prevent Duty Strategy and Development Plan 2016/18. - Prevent Duty E-learning mandatory for key frontline and safeguarding staff (available on intranet for all staff, however, those staff without access to ICT the Prevent training is delivered through other mediums e.g. team briefing, newsletters, leaflets). - LCC attend Contest Board. - LCC Vice Chair of Lancashire Prevent Delivery Partnership (LPDP), other key services reps attend. LCC reps also attend Lancashire Hate Crime and Cohesion Group, Lancashire Adults and Children's Safeguarding Boards and Lancashire Schools Equality Group. LCC Vice Chair of Lancashire Channel Panel. - LCC Single Point of Contact (SPOC) links in with Emergency Planning and Lancashire Resilience Forum through HoS Health, Safety and Resilience. How to report concerns guide on LCC intranet. - LCC SPOC appointed as Home Office Prevent Peer which enables learning good practice from across England & Wales. - Prevent Duty built in to policies and procedures. LPDP currently developing Lancashire Prevent Communications plan with the pan Lancashire Communications group – LCC Communications rep part of process, expected November 2017. - LPDP Communications plan will include:- Lancashire wide messages responding to incidents, safety messages, busting myths, promoting good news stories, sharing information through social media etc. - Following the recent elections the arrangements for Political Governance and Information Sharing hare changed. Issues will be reported to cabinet as appropriate.	20	Dir of Commis siong	Although mitigation actions are in place and the County Council has demonstrated that we are meeting requirements of the Prevent Duty the residual risk score remains high to reflect nation threat level " severe"

Opportunity Identification Number	Opportunity Description	Opportunity Type	Possible Benefits	Progress to date	Opportunity Score	Maximising Actions	Residual Opportunity Score	Opportunity Owner	Direction of Travel
C01	Establishing a new model for public service delivery in Lancashire	Political	The establishment of a Lancashire Combined Authority and securing a devolution deal with central government. A Combined Authority is an accountable body in its own right – this means it is a single point of decision making on agreed functions (quicker and simpler decisions); has powers delegated to it from Government and the individual local authorities (subject to local discussion and determination); can hold substantial amounts of Government and European funding. In relation to transport, greater co-operation will allow improvements to the region's public transport network.	• Shadow Combined Authority established and meeting monthly, having received endorsement from all participating authorities. Lead Members identified for work streams and regular update reports to the Shadow CA indicate good progress. • Discussions around the establishment of a Public Services Board are well developed, to be finalised in Jan / Feb 2017, to enhance engagement with other public sector partners. Initial discussions on a possible devolution deal for Lancashire underway. Successful bid for One Public Estate funding, and Property Board being established.	12	• PWC presented an overview of their proposals for a new public service delivery model to the Combined Authority. • At the meeting of the Shadow Combined Authority it was agreed by all local authority leaders present that it was unlikely that all of the constituent members would be able to secure approval to the proposals such that a draft Order could be laid before Parliament. It was therefore agreed that there remained significant benefit in continuing to meet on a pan-Lancashire basis and the constituent members would therefore continue to meet on a regular but informal basis • Continue to engage with councillors within individual member authorities to ensure understanding and support for the proposals, identifying benefits already gained (eg OPE, better relationships, links to LEP and growth Deal outcomes). • Leader's workshop and separate Chief Execs workshop took place in January 2017 to take stock and consider the necessary next steps.	16	Chief Executive	↑ Upwards
CO2	Delivering economic growth	Economic	Continued successful delivery of the LEP's current strategic economic growth programmes. Successfully secured new resources for Lancashire to support job and business creation, housing growth and the delivery of strategic transport infrastructure linking to drive economic growth and regeneration, linking residents and businesses with economic opportunities.	• Lancashire Enterprise Partnership has secured almost £1 billion of national resources to deliver a transformational programme of economic growth which see the delivery of new jobs, business and housing growth and strategic transport infrastructure. Key programmes/projects secured include the Preston, South Ribble and Lancashire City Deal, Growth Deal, three Enterprise Zones, Growing Places Funding, Boost Business Lancashire and Superfast Broadband.	12	• Work with local authority partners to ensure national resources to support economic growth and regeneration are secured. • Maximise the support from key local and national public and private sector stakeholders outside of the County Council. • EDRF project 'Boost' has secured grant funding agreement until end of 2018 • Recent Growth Deal settlement of circa £70m will provide resource for six key projects to advance over the next three years. We are now looking to the consultation on the Industrial Strategy Green Paper, including the NPIF, to identify how the resource which lies behind this programme might effectively be targeted within Lancashire.	16	Director of Economic Development	↑ Upwards

CO4	Health and Social Care Integration	Organisational	The principle of the separate organisations working together to align plans, strategies and budgets will involve the development of new delivery models and ways of working, to avoid duplication and focus activity where it is needed, recognising that current models of service delivery are unsustainable. Integration would provide the best opportunity to minimise the impact of funding reductions as well as providing a better offer for service users	Participation in the Healthier Lancashire programme building upon the "Alignment of the Plans" work undertaken Sustainability and Transformation Plan (STP). • Influencing and shaping the process to take account of Combined Authority objectives if and where appropriate. • Aligning, where appropriate with existing work at a pan Lancashire level, and within individual health economies. • Consideration of new models of delivery and potential new funding arrangements, such as pooled budgets where appropriate.	12	• Recognise the need for: an ambitious vision, robust partnerships, clear and credible delivery plans, and strong leadership and governance arrangements at a pan-Lancashire level. • Lead the integration agenda, recognising the need for an ambitious vision, robust partnerships, clear and credible delivery plans. Strong leadership and governance arrangements at a pan-Lancashire level.	16	MT	Level
CO5	Apprenticeship Levy and Apprentice % in Public Sector	Political Economic Social Reputational Organisational	Increase in Apprentices in the workforce and use the Apprenticeship levy to its maximum benefit to support critical development needs in the County Council	The Apprenticeship Levy is live from April 2017 and the first payment from the digital account was in May 2017. Work is being undertaken across LCC with Heads of service or their representatives to discuss their overall workforce development and what part the Levy could play in this.	12	• Maximise the benefits of the Apprenticeship Levy within LCC by working in conjunction with Management Team, Finance and HR to embed this into structures across the organisation. • Working with services to identify the quick wins where these suit their business need and to thus eliminate training expenditure where we can, and link to Levy fund. • L&D are speaking to Heads of Service to see how their training needs can be creatively addressed to link with the Levy, where possible. • Heads of Service have been asked to report to L&D any current areas of training expenditure commitment that they have entered into. Heads of Services have been asked not to enter into any further financial commitments without speaking to L&D	15	HoS Learning & Development	Upwards

Key to Scores

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

Cabinet Committee on Performance Improvement
Meeting to be held on Tuesday, 12 September 2017

Report of the Chief Executive

Part I

Electoral Divisions affected: All

Quarterly Corporate Performance Monitoring Report – Quarter 1 2017/18
(Appendix 'A' refers)

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Executive Summary

Regular corporate monitoring of performance across the authority as a whole includes the production of quarterly reports and analysis of corporate performance.

Quarterly Quality of Service reports against the themes of Start Well, Live Well and Age Well, along with Highlight Reports for Development & Corporate Services and Commissioning, Governance, Finance & Public Services have been produced for the first quarter of 2017/18, giving details of performance across the organisation.

This Corporate Performance Monitoring Report is derived from the in-depth monitoring reports and provides an overview of performance activity across the Council. Set out on the following pages is an overview of performance for quarter 1 2017/18 (April – June 2017)

In addition as part of this quarterly Corporate Performance Monitoring report, the latest post (safeguarding) Children's Service Ofsted inspection update has been attached at Appendix 'A' and updates will continue to feature in these reports going forward.

Recommendation

CCPI is asked to comment on the reported performance for quarter 1 and the Ofsted post inspection update information provided.

Lancashire
County
Council

Background and Advice

Regular corporate monitoring of performance across the authority as a whole includes the production of quarterly reports and analysis of corporate performance. Quarterly Quality of Service reports against the themes of Start Well, Live Well and Age Well have been produced for quarter one of 2017/18, giving an overview of performance against agreed headings and parameters.

In addition Highlight reports have been produced for Development & Corporate Services and Commissioning, Governance, Finance & Public Services.

Along with monitoring and providing progress updates against budgets, projects and other future developments, each Quality of Service and Highlight report gives details of performance against key indicators for that quarter.

Monitoring of these Quarter 1 (Q1) reports and the associated performance indicators within them has been used to provide this report.

Performance Summary

Start Well

Areas requiring improvement are:

- The number (1,875) of Children Looked After (CLA) at the end of quarter one was the highest ever recorded for the Authority. The CLA rate (76.4) remains Inadequate. The Lancashire (76.4) rate was significantly higher than the national (60.0) and statistical neighbour (63.0) rates, but lower than the regional rate (82.0)

The challenge within the "Children in Our Care" (CIOC) teams is to identify and exit children from the care system in a timely manner. A number of initiatives will help address this including: the Plans for PAUSE (working with women at risk of repeat removals of children from their care), the expansion of the residential outreach service; work on the tighter use of the Public Law Outline, ensuring risk is managed at the appropriate level and a focus on effective permanence planning.

- The monthly re-referral rate moved down to the Requires Improvement category at the end of June (21.9%), following two months in the Good banding (April 17.5%, May 16.4%) during the quarter.

The monthly re-referrals average in quarter one 2017/18 was 18.6%. The monthly re-referrals average for 2016/17 was 17.1%, a percentage point increase of 4.9% on the previous year (12.2%). The re-referral rate fluctuates across the county and higher rates are most prevalent in teams that have experienced gaps in staffing and management, or higher staff sickness rates.

- The proportion of care leavers in employment, education or training (EET) reduced to 43% and dropped into the Requires Improvement threshold category from Q4 figure of 48.4%. However at this time of the year there are

many children and young people awaiting results and considering future options hence the figure tends to drop.

- Recently published data from the Department for Education (DfE) suggests the exclusion rate for Lancashire schools was 0.18%, which is higher than the national (0.08%), regional (0.11%), and statistical neighbour averages (0.09%). Some caution has to be used when comparing the national statistics for permanent exclusions due to variations in practice across LAs - some do not record as permanent exclusions pupils who are placed in alternative provision but removed from their mainstream school roll. This practice is not followed in Lancashire.

Following a review of secondary alternative provision as offered by the seven secondary Pupil Referral Units (PRUs) across the county, working groups are now in place for each district, comprising of mainstream schools, special school and PRU senior leaders, to agree a model for each area to support prevention of permanent exclusions.

Areas that are showing improved performance are:

- The number of children with child protection plans (CPPs) decreased to 1,288 from 1,394 in quarter four. The Lancashire CPP rate (52.5 per 10,000) moved up to the Requires Improvement threshold category and was an improvement on the position at the end of quarter one 2016/17 (1,595 or 65.2 per 10,000 and rated Inadequate).

- 91.0% of school aged CLA had a Personal Education Plan (PEP) at the end of quarter one continuing the improving performance from Q4 (89.4%). As a result, Lancashire moved up to the Good threshold category against this indicator.

- At the end of quarter one, the proportions of care leavers in suitable accommodation (91.3%) and care leavers contacted in the last three months (95.8%) remained stable and both were in the Good threshold category.

- The average caseload for all social workers (20.0) remained in the Good threshold category and this was the same position for the average caseloads of Independent Reviewing Officers (73.2).

- Ministry of Justice data suggests there were fewer first time entrants to the youth justice system within Lancashire. Lancashire remain positioned in the Outstanding threshold category (and in the upper quartile nationally) against this indicator.

- Recent internal data suggests that it is taking less time for children to be matched with an adoptive family following court authority from 193 days (Q4 16/17) to 173 days (Q1 17/18), which represents a decrease of 20 days.

Also to note:

- During quarter one, there were 19 adoptions, 112 children awaiting adoption, with no adoption breakdowns.
- As at the end of June 2017, no Child Minder settings, Children's Homes and Children's Centres in Lancashire were rated as Inadequate.
- Data released by Ofsted for July 2017 shows there is one primary and four secondary schools in Lancashire judged as Inadequate.

Live Well

Community Services

- The diversion of municipal waste away from landfill by recovery, recycling, reuse and composting is forecast for 2017/18 to be 53% with landfill of 47%. The rate achieved in 2016/17 was 49% diversion with 51% landfill.

- The number of Library E-Book loans (downloads) has gone up again from being 34,863 in Q1 of 2016/17 to 49,249 in Q1 of 2017/18 which is also an increase from Q4 2016/17 (46,985).

- The number of visits to Libraries in Q1 (845,866) is down by 94,333 compared to Q4 2016/17 and is also substantially lower than Q1 last year (down by 256,242). Visitors for the full year 2016/17 are down 673,206 compared to 2015/16 (4,007,475 against 4,680,681). A number of the totals reflect library closures during recent quarters on top of the usual seasonal variations.

- The number of visits to Museums has gone down slightly, from 70,861 visitors in Q1 2016/17 to 70,140 in Q1 2017/18 but this is a significant increase on the Q4 2016/17 number of 40,675.

Public Health

Areas for improvement:

- The DTaP/IPV/Hib vaccine protects babies against five different diseases: diphtheria; tetanus; whooping cough; polio; and Hib. NHS England is responsible for the delivery of the vaccination and immunisation programme nationally. Data quality issues were identified as a problem when investigating the decline in uptake figures seen in 2015/16 in Lancashire. Action has been taken to address these data issues and whilst Q2 2016/17 figures for Lancashire (91.9%) showed an improvement in uptake, the figures for Q3 (87.4%) and Q4 (82.4%) have continued to decrease. Representatives from NHS England have been invited to a meeting of the Health Scrutiny Steering Group on 27 September 2017 to discuss uptake levels in the County.

Areas performing well or showing improved performance:

- The proportion of successful completions of drug treatment for opiate use latest figure reported of 10.17% (Year to end of March 17) continues the positive performance trend, which is better than the England benchmark of 6.63%.

- Lancashire's proportion of successful completions of drug treatment for non-opiate use latest figure of 56.86% (Year to end of March 17) is better than the England Benchmark (37.13%) for the same period.

- Over the long term of the 5 year programme (2013/14 – 2017/18), as of June 2017 76.4% of the eligible population (aged 40 – 74) have been offered a Health Check (target for all eligible people to be offer one over the 5 –year programme). Steady increases have been made to the number of NHS health checks completed since the beginning of the programme (current uptake is 59.6%). In quarter 1 of 2017/18, 23,409 NHS health checks were offered to members of the eligible population (compared to 16,167 in Q4 2016/17 and 23,373 in Q1 2016/17) and of those this quarter, 9,172 were completed (compared to 10,969 in Q1 2016/17). Low uptake this quarter is down to number of provider factors.

- In Q1 the Active Lives Healthy Weight (ALHW) services indicated 1,388 individuals across Lancashire had commenced the *Targeted Community Weight Management* (TCWM) programme showing a healthy increase on the average of 752 starters per quarter in 2016-17; 529 completed the programme an increase from 2016-17 quarterly average of 272. The *Targeted Physical Activity (TPA)* programme saw 2,169 individuals taking up TPA (2016/17 quarter average 1,331) with 1,056 completing the programme - a 43% increase.

Also to note:

- 180 additional Troubled Families payment by results claims have been identified since 338 claims were submitted to the DCLG prior to 31 March 2017. It is anticipated that this number will increase significantly over the 12 month period to 31 March 2018.

Age Well

Areas for improvement or to monitor closely:

- An area of concern is the increased annual rate of admissions of people aged over 65 years into care homes (up from 1,795 in the 12 months to 31st March 2017, compared to 1,892 in the 12 months to 30th June 2017). The Q1 outcome of 782.4 admissions per 100,000 population 65+ is also much higher than the 2016/17 Q4 outcome of 743.2, the Q3 outcome of 723.6, the Q2 outcome of 702.5 and the 2015/16 Q4 outcome of 714.7 and is now still

further from the 2015/16 national year end average of 628.2 and North West average of 712.3.

Further investigations are currently under way as part of the Passport to Independence programme to ensure we record such instances accurately and consistently in future. Much of the Passport to Independence work is already focused on reducing admissions to residential care. One of the current projects is looking at the pathway from hospital discharge to short-term care to long-term care and ensuring that sufficient reviews are in place to offer alternative solutions as appropriate.

- The rising trend in Delayed Transfers of Care (4,643 actual bed days/16.3 bed days per 10,000 population aged 18+ years for June 2017). June 2017 figures show Lancashire was 6th highest out of 16 comparator authorities (compared with 7th in May 2017) and 6th highest out of 23 NW authorities (compared with 3rd in May 2017). The June 2017 (4,643) figure represents a 30.7% increase compared to 3,553 days recorded in June 2016. In June 2017 42.1% of delays were attributable to NHS and 52.5% were attributable to social care, compared with the national figures of 54.9% and 38.0% respectively. This is now the fifth month Lancashire has shown a larger proportion of delays attributable to social care than the overall national figure.

This is a significant risk and there are a mix of causes for this increase, including data recording practices. Lancashire is investing in systems and resources to ensure that data are captured consistently to give a full understanding of causes of delay and facilitate strategic planning needed to reduce delays.

- Activity levels in Q1 are down in terms of new contacts (by 16.9% from 9,700 to 8,058) and referrals (by 6.9% from 9,440 to 8,787) although Q1 contacts into adult social care from hospitals show an increase (by 3.6% from 5,086 to 5,267). This is still a concern in terms of demand management and pressures on our systems and workforce capacity.

- Employment of adults with learning disabilities has shown no significant improvement (down by 0.7% from 2.0% to 1.3%, though these figures could be higher as they have not been subject to data cleansing exercises normally applied at year end) and in the context of the other competing pressures on frontline staff, this is proving difficult to move forward effectively.

- Waiting times for social work assessment have generally improved (up from 82.1% to 82.4% for those completed within 7 days and up from 93.8% to 94.7% for those completed within 28 days) but waits for occupational therapy (OT) assessments are still often excessive and are not always easy to track. It is a priority to establish more capacity and a more robustly managed OT workforce to address these concerns.

Areas performing well or showing improved performance:

- The number of people with personal budgets (up by 0.6% from 77.8% to 78.4%) and direct payments (up by 12.7% from 4,676 to 5,268) have been steadily rising, which is a positive trend in terms of 'personalisation'.

- Support to carers has increased via significantly more assessments (by 7.9% to 1,246) and the award of more direct payments, rising quarter on quarter.

- Reablement performance continues to improve (support plans are up by 32.7% from 1,118 to 1,484 and referrals are up by 29.0% from 1,157 to 1,492), driven by the Passport to Independence programme.

Highlight Reports

Development and Corporate Services
(including Core Systems Transformation, Facilities Management, Human Resources, Economic Development, City Deal Programme, Design & Construction, Estates, Planning & Environment, Programme Office, and Skills, Learning & Development)

During Quarter 1:
- The Estates team achieved £2.3m of capital receipts against the 2017/18 target of £7.9m.

- 15 County Matter minerals and waste (i.e. major) applications were determined, of which 9 (60%) received a decision within the 13 week decision period. Of the remainder, 5 applications were determined within an agreed time extension.

- 10 applications for Lancashire County Council's (LCC) own Regulation 3 development were determined. 7 (70%) of these were determined within 8 weeks (there is no national standard in respect of this indicator, but 8 weeks is the standard set for district council applications of a similar scale).

- The Employment and Support Team are currently supporting 148 Children Looked After/Leaving care young people.

- 136 newly qualified social workers are currently undertaking their Assisted and Supported Year of Employment (ASYE) and are being supported across both Adult and Children's Services, with a further 57 social work students also on placement.

- 27 businesses were supported by the Access to Finance Service (31 in Q4 2016/17 and 140 in 2016/17 – full year).

- As at the end of 2016/17, the City Deal is continuing to perform strongly against the core and supporting outputs agreed with Government including in respect of; housing over 2,600 completions (exceeding targets set at the beginning of the year) and more than 10,000 housing units have secured planning consent which is 50%of the overall housing target to be delivered); commercial sites (almost 46,000 square metres of floor space delivered to date); and jobs (the overall number to date in the City Deal area is 11,489).

Commissioning, Governance, Finance & Public services
(including Asset Management, Business Intelligence, Commissioning, Procurement, Exchequer Services, and Legal & Democratic Services)

This Highlight report predominately focuses on key project updates including:

- The commissioning teams working with service and finance colleagues to develop budget options for the forth coming update of the council's Medium Term Financial Strategy. A report will be presented to September Cabinet detailing a number of budget options which amount to c£47m. Further options may be presented to future Cabinet meetings, and will ultimately be reflected in the 2018/19 budget, to be agreed at Full Council in February.

- The Asset Management service continues to work with district planning authorities to seek contributions from housing developers towards new school places. In quarter 1 of 2017/18, three Section 106 agreements were sealed totalling £1,295,758.

- Continued focus on improving the placement finding process for Children's Social Care and the continued pilot of the Access to Resources Team (ART), bringing together commissioning, contracts and procurement resource to more effectively source CLA placements and ensure best value for money through improved market management. Work undertaken by the Access to ART during quarter one has resulted in placement cost savings of circa £5,385 per week through negotiations of placement fees and the sourcing of a complex fostering placements.

- Four significant procurement exercises, included in the ongoing Adults Procurement Programme:
- *Reablement Services* (estimated annual value up to £7.5m) – the service forms part of the intermediate care services supporting the promotion of independence and faster recovery from illness.
- *Crisis Services* (estimated annual value £2m) - a domiciliary service providing support and care for adults in their own homes when an acute situation occurs which without additional support would result in admission to hospital or residential care.
- *Extra Care Services* (estimated annual value £2.5m) – allowing residents to continue to live independently, typically in a self-contained flat or bungalow while benefitting from personal care and support delivered in a similar manner to homecare services.
- *Home care services – recommissioning* - over the last 18 months all home care services for older people; people with a physical disability; people with a learning disability and/or autism and people with mental health needs have been in the process of being recommissioned, as we are required to by law. The aim is to improve the quality, responsiveness and sustainability of the home care market across Lancashire. This is a large undertaking as spend is about £70 million pound per year on home care and it is intended that the new contracts will begin during November this year. The providers have now been

informed and over 7,000 people supported by Lancashire will be notified of the outcome of the exercise. There will be a changeover stage where the people supported by Lancashire are transferred to the new arrangements. Their current provider will continue to provide home care on Lancashire's behalf until at least February 2018.

Performance information and data are included for Exchequer Services who have created a range of performance indicators that indicate the volumes and values of transactional data within its various service areas:-

- Debt over 6 months has run at a stable level in quarter 1 of 2017/18 with Care debt levels consistent with the previous quarter (£11.9m) and Corporate debt levels replicating quarter 4, 2016/17 levels and patterns as increased billing in the last month of each quarter creates a temporary peak in both (£5.5m in March 2017 and £5.4m in June 2017). Staffing vacancies are still an issue however temporary redeployment of other team members has maintained performance.

- LCC payments performance has dipped significantly as service departments are coming to terms with the introduction of key systems (Property and Maintenance system - PAMS) and to a larger extent, the more recently introduced (Highways and Maintenance system - HAMS) for processing and paying charges. The July Key Performance Indicator for 30 day payments has returned at 80.44% demonstrating that payments performance in departments is now back on track following this period of adjustment to new systems (71.16% in June).

Consultations

Members of Management Team(s) have previously received the information in this report.

Implications:

This item has the following implications, as indicated:

Risk management

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

List of Background Papers

Paper	Date	Contact/Tel
None		

Reason for inclusion in Part II, if appropriate

N/A

Appendix A - Ofsted Post Inspection Update

The information below provides a summary of the actions and activity that have been implemented to improve services that support and protect children and young people. Given the focus through the recent Ofsted monitoring inspections in April and July this update places particular emphasis on work that has been developed to improve how we support children who are looked after and care leavers:

Strategic direction and plans

12 week improvement plan – a new 12 week improvement plan was agreed by the Improvement Board in August. The focus for this plan being MASH/Early Help, quality of practice, placement sufficiency, child sexual exploitation and the workforce. The set of short term priorities supports the development and delivery of the new overarching improvement plan, detailed below.

Improvement Plan – the next iteration of the Improvement Plan is being developed and is framed against three key areas: Prevention; Purposeful Practice; and Permanence. A draft of this new plan has already been shared with the Improvement Board, will be scrutinised by Ofsted and will go for agreement to the County Council's Cabinet in September and then will be signed off by the Improvement Board in October 2017.

Workforce

Quality of practice – advanced practitioners have delivered a series of workshops and group reflective supervision sessions across the county, emphasising the journey of the child, purposeful practice and moving from compliance to quality.

Social work academy – plans have been agreed to implement a social work academy and one of the key outcomes will be that all new social workers to Lancashire, and especially ASYE's, will participate in a robust, two week induction programme. In September the first cohort of ASYE's will go through the Academy. In addition, work is underway with the three local universities to scope the development of a knowledge share hub as part of our recruitment and retention strategy.

Being a good corporate parent – locality workshops delivered to all staff based in the Children in our Care teams and this included input from young people who also produced a video on what they expect from their parents. Ten top tips for being a good corporate parent has also been produced.

Visits – guidance on what a purposeful visit looks like has been produced and disseminated and practice standards have been amended to detail the role of unannounced visits.

Clear expectations

Practice guidance review – to ensure that the information and guidance that social workers and partners have access to is consistent and aligned. As part of this exercise, information on Tri.X has been updated and the practice standards, aide memoires and information held on the LSCB website are being refreshed.

Case file expectations – letter from the DCS to all staff re-emphasising the need to consistently get the basics right and with every child we are working with and detailing clearly what the expectations are for each case.

Supervision – refreshed the supervision policy and brought together policy and guidance information into one document and disseminated to staff and manager.

New ways of working

Care proceedings – piloting an approach in Hyndburn to take court work out of the Children in our Care team. Staff have been fully involved in this development and there will not be a need to make changes to structures. The new approach is being phased in to ensure the needs of families are being met throughout and will be fully operational by September.

Child Sexual Exploitation – developing a new approach in the central locality (then moving to county wide roll out) that increases capacity, improves preventative and multi-agency working, safely manages risk, accesses better intelligence and data and will enable the appropriate level of assessment, support and intervention.

Practice Improvement Model – plans are now being developed to take the learning from the Practice Improvement Model in Fylde and Wyre and roll this out across the county. Key areas of focus will include refreshed Child in Need pathways, improved duty system, better quality approach to contact, and development programme for first line managers. An additional head of service has been created to support this work.

Audit

Embedding audit – work continues to embed the audit framework across children's services with new tools, training and support enabling fostering and adoption to engage in the model. Likewise, the audit framework has recently been rolled out across the SEND service with two months of audit activity have already been completed.

Audit judgements - a monthly moderation process has been established to monitor the quality of audits and share findings with the auditors. Cycle of locality meetings have been established to share audit findings and moderation outcomes with managers and support the quality of auditing.

Voice and influence

Care Leavers engagement – care leavers in central Lancashire have launched a Facebook page to improve how information is shared and how services engage with care leavers. The Facebook page will be rolled out to east and north in the next few

months. Professional Personal Advisors are now also using 'whatsapp' as one way of keeping in touch with care leavers.

Staff workshops – nine district based workshops have been planned to enable the DCS to engage in detailed discussions with frontline staff. Three workshops have been delivered so far and have focussed on prevention, purposeful practice and permanence, helping to clarify expectations and ensure staff are able to influence and inform future priorities.

Additional resources

North Lancashire – the recruitment and retention of experienced staff remains a problem in Lancaster, Fylde and Wyre. A temporary social work team (one team manager and seven social workers) has been commissioned through Skylakes and has been in place in Fylde and Wyre for six months since June. Taylor Davenport are due to commence in Lancaster from 31st July for six months with senior management oversight, one team manager, one senior practitioner and six social workers. These are interims measures whilst additional staff are recruited to a county wide peripatetic team.

Senior manager – to recognise the levels of demand in the East locality an additional senior manager post has been agreed and is being recruited.

Placement sufficiency

Residential strategy – agreed by new administration and implementation is underway and includes: redesign of existing residential provision to cater for a wider breadth of complexity and need; and establishment of an Adolescent Support Unit, Extended Outreach Service and the Development of Emergency/ Crisis Provision to reduce the number of children becoming looked after. The Grange is now operating to a new model and the last inspection noted significant improvement.

Market development sessions - two provider events (Fostering and Residential) held to explore how we can work better together to address gaps in provision and achieve the best possible outcomes for our children in care. Both events were well attended and feedback has been positive and agreed actions included work to improve quality of referrals, improved communications and information sharing and a joint commitment to addressing gaps in provision.

Access to Resources Team – the ART team was established in February 2017 and has already been able to evidence a much improved approach to placement finding including a reduction in the number of emergency placements. This evidence has prompted the Chief Executive to increase the current team from 5.5 to 12 FTE. This additional resource will enable the development of improved market shaping, contract monitoring. It will also enable the continuation of the much improved intelligence of demand and gaps in provision to support more effective commissioning.

Inspection and review

Ofsted - the last two Ofsted monitoring inspections have taken place in April and July and have focussed on services for children in our care and care leavers. The formal letter detailing the outcome from the July inspection is now available and can be found using the following link Ofsted Monitoring Inspection-July 2017-outcome letter. Highlights include the following:

- There is now evidence that the new arrangements are beginning to support improvements in practice as well as compliance.
- For the vast majority of children looked after, statutory requirements are completed in a timely way.
- Visits to children are taking place regularly, and children are seen alone by their social workers.
- Most social workers know the children on their caseload well and have taken time to discover their wishes and feelings.
- Social work caseloads are mostly manageable, and staff feel well supported by their managers. However, workloads for some of the newly qualified social workers are too high, both in number and in complexity.
- Supervision files and case records evidence that most staff receive regular supervision.
- Although the quality of assessments remains too variable, several good pieces of work were seen by inspectors and no assessments were deemed to be inadequate.
- All children looked after have a written care plan, and some staff have received training in the importance of purposeful planning for children.

Department for Education (DfE) - the DfE have confirmed that their next six month review will be led by Tony Crane, include senior civil servants and will take place on the 3rd and 4th November 2017.

Local Government Association Peer Review – the peer review will take place on the 16th October 2017 and involve a team of seven peer officers from other authorities undertaking a four day review of safeguarding practices and processes and the impact of these on vulnerable children. The lead peer will be a Director of Children's Services.

Document is Restricted

Document is Restricted