

Lancashire County Council

Cabinet Committee on Performance Improvement

Wednesday, 6th December, 2017 at 10.00 am in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Agenda

Part I (Open to Press and Public)

No. Item

1. Apologies for Absence

2. Disclosure of Pecuniary and Non-Pecuniary Interests

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

3. Minutes of the Meeting held on 12th September 2017 (Pages 1 - 10)

4. Customer Access Performance Report (Pages 11 - 24)

5. Risk & Opportunity Register Quarter 3 (Pages 25 - 40)

6. Quarterly Corporate Performance Monitoring Report – Quarter 2 2017/18 (Pages 41 - 54)

7. 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.

8. Date of Next Meeting

The next meeting of the Cabinet Committee on Performance Improvement will be held on Tuesday 27th February 2018 at 2.00pm in Committee Room B – The Diamond Jubilee Room.

I Young

County Hall
Preston

Director of Governance,
Finance and Public Services

Lancashire County Council

Cabinet Committee on Performance Improvement

**Minutes of the Meeting held on Tuesday, 12th September, 2017 at 1.00 pm
in County Mess - The John of Gaunt Room, County Hall, Preston**

Present:

County Councillors

A Atkinson	G Gooch
M Green	P Williamson
C Crompton	K Iddon
H Khan	

1. Apologies for Absence

No apologies for absence were received.

County Councillor Keith Iddon replaced County Councillor Geoff Driver CBE.

County Councillor Phillippa Williamson attended the meeting on behalf of County Councillor Susie Charles.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

No pecuniary or non-pecuniary interests were disclosed.

3. Minutes of the Meeting held on 27th June 2017

Resolved: That the minutes of the meeting held on the 27th June 2017 be confirmed and signed by the Chair.

4. Road Safety in Lancashire

Clare Platt, Head of Service – Health, Equity, Welfare and Partnerships introduced Jackie Brindle, Safe and Healthy Travel Manager, Daniel Herbert, Group Manager Highways, Andy Trotter, Inspector from Lancashire Constabulary and Dave Russel, Assistant Chief Fire Officer to the Committee.

Clare Platt summarised the key road safety issues in Lancashire as outlined in the report and identified the actions being taken by Lancashire County Council and partners to reduce the number of road casualties in Lancashire.

The Cabinet Committee noted that Lancashire County Council was a partner of, and worked closely with, the Lancashire Road Safety Partnership which was established on a pan Lancashire geography, including the local authority areas of Blackburn with Darwen and Blackpool Councils. In particular, the Partnership worked to reduce the number of people killed and seriously injured (KSI) on the roads of Lancashire, including the motorway network.

The Department for Transport (DfT) had suggested that there was no single underlying factor in KSI casualties but that there were a number of influences including the distance people were travelling; volume and transport modes; behaviour of drivers, riders and pedestrians; the mix of groups of road users and external factors such as the weather.

Clare reported the trends in pedestrian KSI casualties, car occupant KSI casualties and Powered 2 Wheel KSI casualties, and provided information on who the casualties tended to be, where in Lancashire the casualties were happening, and the time of year and day when the casualties were occurring.

The most common factor contributing to KSI casualties was 'failed to properly look', although, as detailed above, there was often more than one contributory factor in each collision.

It was reported that the 20mph limits were generally supported by residents and drivers, and that they had had a positive influence for children and pedestrians. National research had been commissioned into the effectiveness of 20mph areas and the interim results had been presented to the Parliamentary Advisory Council for Transport Safety. The Key provisional findings from the national study were outlined and it was noted that the final report was expected before the end of the year.

A link had been provided in the report to the 'Towards Zero Lancashire: Road Safety Strategy for Lancashire' which was a partnership response to improving road safety.

Jackie Brindle informed the Cabinet Committee of a number of interventions taking place to reduce road casualties of all ages and road user types. A huge part of safety intervention was an annual programme of engineering interventions targeting collision hot spots. Five routes in Lancashire had been identified by the Road Safety Foundation as being included within the fifty most dangerous local roads in England, and £175m of funding over a four year period was being provided by the DfT to improve the conditions of these roads. Bids from Highway Authorities were due for submission at the end of September 2017.

Excessive speed had been identified as one of the factors contributing to KSI collisions in Lancashire and locations were prioritised for mobile speed enforcement.

There were a significant amount of complaints from members of the public in relation to excessive speeding and illegal/inappropriate parking around schools.

The Committee noted that the month with the highest cumulative KSI casualties was July, and that most casualties occurred between 3.00pm and 6.00pm.

In relation to mobile phone use, cameras in the mobile enforcement vehicles were now very technical, enabling mobile phone users to be detected, along with those not wearing seatbelts. Andy Trotter confirmed that anybody caught using a mobile phone whilst driving now would automatically get 6 points on their licence and a fine. If it was then proved that using a mobile phone was a contributory factor in a collision, then the phone would be seized and subjected to forensic examination. Dave Russel confirmed that the Fire Service were continuing to educate young people on non mobile phone use. County Councillor Iddon was pleased with the positive approach being taken and the measure to reduce casualties and wished to thank the partners involved in carrying out this work.

The Safe Drive, Stay Alive presentation which covered the real life consequences of taking risks on the roads and gave young people an insight into the experiences of police, fire, ambulance and bereaved family members had been delivered to 13,000 college age young people. Andrew Trotter invited Committee members to the next presentation running on the 19th and 20th September at 10.00am and 1.30pm at the Winter Gardens in Blackpool.

Resolved: That the actions being undertaken to reduce casualties on Lancashire roads be endorsed by the Cabinet Committee.

5. Annual Reports on Complaints and Customer Feedback 2016/17

A report was presented by Angela Esslinger, Complaints and Appeals Manager providing complaints and customer feedback on statutory social care complaints for Adults and Children and Young People 2016/17, and the corporate complaints annual report 2016/17.

It was reported that 479 adult social care complaints had been received in 2016/17, which was an overall increase by 15% from the previous year. However, the number of compliments outweighed the number of complaints, with a total of 538 being received. Complaints to the Local Government Ombudsman in relation to adult social care had stayed steady over the last few years and in 63% of the 30 LGO complaints received, the action taken by the County Council was considered to be sufficient, with additional action being required in 17% of the cases.

It was reported that 220 complaints had been received in relation to children's social care, which was an overall increase of 4% from the previous year. Only a small number of compliments were received due to the nature of the work in relation to children's social care. The Committee noted that no children's social care complaint had resulted in a Stage 3 Review Panel having to be held in 2016/17. There had been a rise in LGO complaints for children's social care; however, only 21% of these were upheld/partly upheld. This showed that in over

half of all cases, council action had been sufficient, with additional action required in 21% of cases.

In relation to non-statutory corporate complaints, 934 were dealt with during 2016/17, although 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. Most of these complaints were about Highways issues due to the considerable size of this service and the fact that roads impact on every Lancashire citizen. The Highways service attracted a large volume of enquiries and, as a result, was also the most complimented community service. The Committee noted that communication with the public was being improved in relation to corporate complaints. It was reported that a total of 592 corporate compliments had been received in 2016/17, and that the LGO did not uphold any corporate complaints referral in 2016/17.

In response to a query, it was confirmed that complaints received by the County Council in relation to external care providers, were followed up and that mystery shoppers were currently used in adult social care. The Committee noted that this may be something which could be explored for children's social care.

Resolved: That the Cabinet Committee:

- (i) note the statutory social care complaints annual reports for Adults and Children and Young People 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.

6. Withdrawal from the European Union: Implications for Lancashire County Council

Kieran Curran, Policy Information and Commissioning Manager (Live Well) presented a report detailing some of the more significant issues facing the County Council in the wake of the UK's exit from the EU. This information had been requested by the Committee at their meeting on 27th June 2017.

It was reported that the Local Government Association, through its Brexit task and finish group, was attempting to influence the debate and had 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 were converted into domestic law.

The UK was set to leave the EU on 29th March 2019 but there was still a lot of uncertainty 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. Until the terms of Brexit were fully understood, key sectors of the Lancashire economy would not

be able to fully assess the impact on their businesses, in terms of their levels of competitiveness, interaction with key markets and the regulatory frameworks which surrounded their industries.

A summary of the key risks/changes and areas for further analysis was provided to the Committee; these included funding, regulatory, economy and society issues.

The Committee noted the following areas which were 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)

County Councillor Green thanked Kieran for all his work on this and it was agreed to bring another report to the Cabinet Committee in 6-9 months time. Paul Bond informed the Committee that the UK's withdrawal from the EU was not yet on the Risk Register but that, as things became more clear, it would most likely be added.

Resolved: That the Cabinet Committee note the contents of the report and that a further report would be presented at the meeting in February 2018.

7. Risk and Opportunity Register Quarter 2

A report was presented by Paul Bond, Head of Legal and Democratic Services, providing an updated (Quarter 2) Risk and Opportunity Register for the Cabinet Committee to consider.

The Committee noted that the updated Risk and Opportunity Register would be presented to the Audit and Governance Committee on 25th September.

It was reported that the register would need to be updated, at an appropriate time, to reflect the new administrations financial strategy, policies and organisational proposals.

The Cabinet Committee noted the following key highlights for this quarter:

- There were three new entries to the register:

- CR29 Delayed Transfer of Care (DTOC)
 - CR30 Prevent people being drawn into terrorist activity
 - CO5 Apprenticeship levy
- There was one deletion to the register:
 - CO3 Opportunities through delivering the draft corporate strategy and Property strategy
- Allowing for mitigating actions, the residual risk score for various entries, as outlined in the report, remained at 12 or above so the issues remained on the register.

Resolved: That the Cabinet Committee note the updated Risk and Opportunity Register.

8. Quarterly Corporate Performance Monitoring Report – Quarter 1 2017/18

A report was presented by Donna Talbot, Head of Services Business Intelligence, on the Quarterly Performance Monitoring for Quarter 1 of 2017/18.

Start Well

It was noted that the number of 1,875 Children Looked After (CLA), was the highest ever recorded for the Authority. However, a number of initiatives would help to address this, and a report detailing these was due to be considered by the Children's Services Improvement Board.

The proportion of care leavers in employment, education or training (EET) had reduced, although this was expected at this time of year when many children and young people were awaiting examination results and considering future options.

The Cabinet Committee noted that recently published data from the Department for Education had suggested that the exclusion rate for Lancashire schools was higher than national, regional and statistical neighbour averages. However, it was pointed out that some LAs did not record, as permanent exclusions, pupils who were placed in alternative provision, but removed from their mainstream school roll. It was noted that this practice was not followed in Lancashire.

Live Well

It was reported that there had been a low uptake of Health Checks which were available for 40-74 year olds, through a 5 year programme. This had been due to a number of provider factors this quarter and was currently being addressed.

It was noted that representatives from NHS England had been invited to a meeting of the Health Scrutiny Steering Group on the 27th September 2017, to discuss uptake levels of the DTaP/IPV/Hib vaccine, which protected babies against diphtheria, tetanus, whooping cough, polio and Hib.

Age Well

An area of concern was the increased rate of admissions of people aged over 65 years into care homes. However, much of the Passport to Independence work was already focussed on reducing these admissions, and one project was looking at the pathway from hospital discharge to short term care to long term care, and ensuring sufficient reviews were in place to offer alternative solutions.

The Committee noted that there had been a rising trend both locally and nationally in Delayed Transfers of Care. This system was managed by the NHS but the County Council were investing in systems and resources to ensure that data was captured consistently, to give a full understanding of causes of delay, and to facilitate strategic planning needed to reduce delays.

It was noted that waiting times for social work assessment had improved although waits for occupational therapy (OT) assessments were often excessive and not always easy to track. A priority was to establish more capacity and a more robustly managed OT workforce to address these concerns.

Highlights were provided to the Committee on Development and Corporate Services and Commissioning, Governance, Finance and Public Services.

Ofsted Post Inspection Update

Richard Cooke, Programme Manager, provided a summary of the actions and activity that had been implemented to improve services that support and protect children and young people. This update placed particular emphasis on work that had been developed to improve the support to children looked after and care leavers.

It was reported that a new 12 week improvement plan had been agreed by the Children's Services Improvement Board in August 2017, which focussed on MASH/Early Help, quality of practice, placement sufficiency, child sexual exploitation and the workforce.

The overarching Improvement Plan, which had been in place for 18 months, was being developed and framed against three key areas: Prevention, Purposeful Practice and Permanence. This plan had been shared with the Improvement Board and would be scrutinised by Ofsted, prior to being agreed by Cabinet in September and signed off by the Improvement Board in October 2017.

It was reported that a Social Work Academy had been established which meant that all new Social Workers, especially ASYE's (Assessed and Supported Year in Employment) would participate in a robust, two week induction programme.

Richard informed the Committee that a new batch of Social Workers were due to start this process on 18th September 2017.

The Committee noted that locality workshops had been delivered by Amanda Hatton, the Director of Children's Services to all Children in Our Care Teams on being a good corporate parent, which included input from young people who also produced a video on what they expected from their parents. This video was due to be shown at Full Council in December 2017.

It was reported that work continued on embedding the audit framework across children's services with new tools, training and support, enabling fostering and adoption to engage in the model. Casefiles were now being audited on a monthly basis.

The Committee noted that the formal letter detailing the outcome from the July Ofsted inspection was now available. A link was provided to the letter and highlights were outlined in the report.

It was reported that the DfE had confirmed that their next 6 month review would be led by Tony Crane, would include senior civil servants and would be taking place on the 3rd and 4th November 2017.

There would also be a Local Government Association Peer Review which would take place on 16th October 2017 for four days, reviewing safeguarding practices and processes and the impact of these on vulnerable children.

Resolved: That the reported performance for Quarter 1 and the Ofsted post inspection update information and comments be noted.

9. Urgent Business

There were no items of urgent business.

10. Date of Next Meeting

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

11. Notice of Intention to Conduct Business in Private

Resolved: That the Notice of Intention to Conduct Business in Private be noted.

12. Exclusion of the Press and Public

Resolved: That under Section 100A(4) of the Local Government Act, 1972, the press and public should be excluded from the meeting during consideration of the following item of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part 1 of

Schedule 12A to the Local Government Act, 1972 and that in all circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

13. Update report on the performance of Lancashire County Council's waste management company and waste processing facilities

Steve Scott, Head of Waste Management, presented an update report on the performance of Lancashire County Council's waste management company and waste processing facilities.

Resolved: That the report and the information provided at Appendix 'A' be noted.

I Young
Director of Governance, Finance
and Public Services

County Hall
Preston

Cabinet Committee on Performance Improvement

Meeting to be held on 6th December 2017

Electoral Division affected: All

Customer Access Performance Report

Contact for further information:

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Executive Summary

This report provides an update for the Cabinet Committee on Performance Improvement on the operation and performance of the Customer Access Service.

Recommendation

The Cabinet Committee on Performance Improvement is asked to comment on and note the contents of this report.

Background and Advice

The **Customer Access Service (CAS)** is the first point of contact for 60% of all incoming telephony and email enquiries to Lancashire County Council. Our Service strategic plan has been for additional services to be delivered by CAS, in order to better serve the citizens of Lancashire whilst improving costs and efficiency. The service is structured and divided into two distinct operational areas:

1. Within the dedicated **Social Care Centre**, a highly specialised and sensitive service is delivered, offering information, advice and assistance on all matters relating to Adult and Children's Social Care. Requests ranging from simple ones, such as meals on wheels applications, are processed all the way through to handling more complex child and adult contacts.
2. Within the **Customer Contact Centre**, twenty six services are delivered including: Highways, Ask HR, Libraries, Blue Badge, Registration, Crisis Support, Waste and Welfare Rights. Alongside these also sits a signposting service to direct customers to other agencies across the public sector, district councils and partner organisations.

The following table illustrates the volume of contacts presented for all services delivered through the Customer Access Service, April to September 2017, along with comparisons with the corresponding period from the previous year.

Customer Access Service overall performance – April to September 2017

Measure	2016/17	2017/18
Telephone Calls Offered	512,276	469,078
Telephone Calls Answered	453,674	417,165
% Answered	88.6%	88.9%
emails Received	91,806	93,433
emails Completed	92,118	93,099
% Completed	100.3% ¹	99.6%
Total Contacts Received	604,082	562,511

¹ This figure is over 100% due to a small carry-over of emails from the previous year.

The above table illustrates an overall reduction in calls answered, and an increase in emails processed. This is as a result of ongoing vacancies reducing the resource to answer calls, and also the increase in emails received in both the Customer Contact Centre and Social Care. Social Care emails are mainly from professionals and, at times, need follow up telephone calls or emails to progress, which requires more resource than dealing with merely a telephone call. CAS are working closely with both Children's and Adults Social Care to consider more effective and structured professional referral processes.

The reduction also reflects the successful ongoing campaign to assist channel change for services where it is appropriate, allowing effective self-service through the website. For example, for both Certificate Services and the Waste service, customers can complete transactions on line that previously were solely reliant on speaking to a Customer Service Advisor (CSA).

Calls into Adults and Children's Social Care have reduced, as a result of safer more effective referral pathways. The impact to Adults social care is influenced by the Newton's programme of pathway to independence. Similarly, with Children's social care, a change of process has been made at the front door, reducing the need for professionals to make repeat calls, by directing the contact to the most appropriate team at the first point of contact.

Both operational areas have a requirement for staff to handle all manner of requests of varying complexities and, as such, a comprehensive training programme is in place, supported by a commitment to their ongoing professional development. This in turn supports the delivery of a high quality service to customers, to meet and hopefully exceed their expectations.

CSAs are supported by a dedicated training team who provide bespoke training packages for each of the services provided.

We continually measure performance so that:

- We can tell that enquiries are handled without undue delay. This is as a result of the accurate forecasting of call volumes, by 15 minute intervals per day. We then compare the forecast to the actual performance.

- Customer experience is assessed, analysing data from our customer satisfaction surveys, and services re-engineered to deliver the optimum experience.
- Regular communication and feedback from senior managers is taken on board. We meet periodically with Heads of Service to discuss the specific service needs.

Performance, Transformation & Improvement

The service is actively involved with delivering requirements to support the following work areas within the above programme:

Children's Social Care

Contacts handled by CAS for Social Care have decreased overall, with a reduction in telephone calls but an increase in email contact. The reduction in calls in the main is as a result of the changes introduced earlier in the year, where professionals can now speak directly with social workers to discuss specific cases. This has resulted in a reduction of repeat and follow up calls.

- April to September 2017 - 61,938 contacts relating to Children
- April to September 2016 - 70,685 contacts relating to Children

Blue Badge Service

Improvements in application processing times, waiting times and the uptake of the Blue Badge online application system continues to be sustained in CAS.

The approval rate of Blue Badge applications so far this year is **81%**.

As at the end of September 2017, there were a total of **54,331** Blue Badges in circulation.

The table below outlines the Blue Badge applications handled so far this year.

Blue Badge applications – April to September 2017

Month 2017	Applications Received	Badges Awarded	Applications Declined
April	1,269	1,070	199
May	2,030	1,689	341
June	1,548	1,291	257
July	1,681	1,344	337
August	2,029	1,599	430
September	1,489	1,193	296
TOTAL	10,046	8,186	1,860

LCC delivers the Blue Badge Service on behalf of the Department for Transport (DfT) and, as such, has very strict guidelines which must be adhered to. The online application was introduced by the DfT in 2012. All Blue Badge applications have to be processed using the online processing system. Unfortunately, local authorities have little control over the online application. However, we have accounted that some applicants may find the online application process difficult, and we have therefore increased our offering of free internet access with some assistance in Lancashire libraries. We have developed a '**How to Apply**' guide, to provide hints and tips to help customers navigate the online application, and to assist with some of the most common queries we receive with regards to the online application. CAS also offer a guided application service to assist applicants; between the 1st April and 30th September 2017, CAS have completed **1,161 applications in full** on behalf of applicants and helped a further **2,000 callers** with specific parts of the online application.

The Blue Badge Service continues to offer a **fast track application process** for terminally ill Blue Badge applicants (also known as palliative care applications). This fast track process includes:

- Applications being made on behalf of terminally ill customers, for example, by Macmillan Nurses and Hospice staff using a simple emailed form.
- Terminally ill applicants are not required to complete the usual online application form or submit any additional documentary evidence themselves.
- Palliative care applications do not require a photograph to be submitted.
- These applications are processed by the Blue Badge Service within 24 hours of receipt.
- A priority postal service is used to ensure customers receive their badge in the post as soon as possible.
- The £10 Blue Badge being waived for badges issued under the palliative care criteria.

Crisis Support

The **administrative and financial delivery of the Crisis Support scheme** was transferred into the CAS in January 2017.

To support the transition, the CSAs receiving telephone calls at the first point of contact have been trained on declining and signposting applications in specific circumstances, where the basic criteria for the service is not met.

The tables below illustrate the assistance provided by the Crisis Support scheme for the first two Quarters of 2017/2018.

Applications for assistance with food & fuel – April to September 2017

Period	Received	Awarded	Declined
April - June	1,448	540	908
July - September	1,135	380	755
TOTAL	2,583	920	1,663

Applications for assistance with furniture – April to September 2017

Quarter	Received	Awarded	Declined
April - June	354	239	115
July - September	263	158	105
TOTAL	617	397	220

Home Care Mobilisation

Lancashire County Council currently contract with approximately 190 home care providers, but from November 2017, we will be contracting with far fewer. The County Council believes this will improve the quality of home care services, whilst also offering more meaningful choice to people. It will mean a greater focus on standards, performance and monitoring. The changes may have an impact upon approximately **7,000 people**, who have their home care managed by the County Council.

Some people will see a change in their home care provider, following the tendering process.

A dedicated telephone line within Customer Access (Social Care) has been set up to field enquiries from people who may be affected.

In September 2017, approximately 7,000 letters were sent out to people who could be affected by the changes. Of these, approximately half have been informed that their current care providers had been unsuccessful during tendering process. It is these people who we are expecting to contact us with enquiries.

During September, Customer Access received **1,425 calls** from the public concerning Home Care Mobilisation. Calls are continuing to come in during October also.

Technology – blending emails and telephony contacts

As part of the development of the Genesys toolkit, Customer Access have overseen the implementation of HR and Children's Social Care emails onto the Genesys platform, in order to **blend them with telephony contacts**. These services previously handled all emails in Outlook, meaning that different systems had to be used alongside one another, and reporting produced manually on a daily basis.

Handling emails in Genesys has allowed more **visibility of workloads**, quicker handling times and more **accurate forecasting** and reporting. A project to move Adult Social Care emails onto Genesys is now being developed, following which all email contact throughout Customer Access will be successfully blended with traditional telephony contacts.

AskHR Service

A programme of work was launched following a request from Management Team to investigate increasing corporate uptake of, and improving provision of, **self-service**

within Human Resources. One of the work streams identified was to review the hand off of work between the CAS and both Corporate HR and Payroll / Transactional services.

This review has led to the implementation of the corporately used **Redmine** system in October, allowing case management to be tracked between different service areas. The system provides updates through each stage of the process, and provides business intelligence on a variety of metrics which will support the evolution of the service moving forward.

Children's Social Care

As part of the development of the **Multi Agency Safeguarding Hub (MASH)** model within Children's Social Care, changes have been made to the referral process, in order to ensure that **qualified social workers** deal with concerns at the first point of contact. Customer Access have lead on this project, designing new processes, provided training for MASH social workers, and building a new set of telephony queues within the **Genesys telephony system**, to ensure that callers get through to the right person as quickly as possible.

The changes have generated efficiencies with the turnaround for Children's referrals **decreasing** and all referrals received by Customer Access being processed the same day. Liaison with partner agencies has taken place to support the changes which have generated **positive feedback** from a recent **peer review**, and are expected to receive similar feedback at the forthcoming **Ofsted** re-inspection.

Audit

In June 2017, the Internal Audit Team completed an audit of the adequacy and effectiveness of the controls and procedures in place over **Blue Badge** applications received by the CAS. A separate audit was completed on the **'Quality Assurance of Service Delivery in CAS'**.

The overall assessment for both audits received the **'substantial assurance'** category noting there is a clear and **comprehensive policy** in place as well as a sound system of internal control that is operating effectively. The training, quality assurance and error logging processes were highlighted as contributing towards the effectiveness of the service.

Council Visits

Customer Access have hosted delegates from both **Cumbria and South Lakes Councils** during the summer of 2017, demonstrating the operational framework of customer contact within Lancashire.

The presentations illustrated a variety of aspects, focused on assisting the other authorities in developing and enhancing their own operations. These included strategies for improving the customer experience, as well as technical systems and aspects such as forecasting, training and change management. The feedback from both authorities has been exceptionally positive, with them feeling the visits were invaluable for them as they set off on their own journeys.

Highways Asset Management System (HAMS)

The new Highways system (HAMS) went live on 1 April 2017. Customer Access contributed significantly to the development and testing of the system, which replaces three existing systems. Customer Access trained over 60 advisors and Team Leaders in the use of the new system, and continues to work proactively with the service and Core Systems in the ongoing development of the system and supporting processes. In addition, a key focus of Customer Access has been to use the efficiencies inherent in the new system, to support a reduction in advisors' call handling times and thereby increase efficient use of resource.

Recruitment

Work has taken place with colleagues in the Corporate Communication team to design a dynamic and engaging recruitment advertisement, including profiles on existing staff and their experience working for LCC. The new advert has been well received by applicants, demonstrating the benefits of working for the authority.

The table below illustrates the number of Customer Service Advisors recruited so far during 2017/2018.

Customer Service Advisors recruited – April to September 2017

Period	Customer Contact Centre	Social Care	HR
April – June	3	13	0
July - September	9	4	0
TOTAL	12	17	0

With a further **30 new starters** scheduled to start their induction programmes during October to December.

Training

The table below illustrates the number of Training Sessions that have taken place so far during 2017/2018, along with the number of Advisors who have been trained.

Advisors trained – April to September 2017

Service Area	Customer Contact Centre		Social Care		HR	
Period	Sessions	Agents	Sessions	Agents	Sessions	Agents
April - June	17	80	12	104	0	0
July - September	23	161	24	92	7	23
TOTAL	40	241	36	196	7	23

Automated Customer Satisfaction Surveys

Customers are offered the opportunity to complete a survey based upon their perception and opinion of the service they experience during their contact with the council. This provides an unbiased gauge and view of the service we deliver.

In the period April to September 2017, **12,548** Customer Satisfaction surveys were completed. The tables below provide a breakdown the **percentage of calls which were resolved at first point of contact from a customer perspective**, and also the overall customer satisfaction experienced.

Resolved at first point of contact – April to September 2017

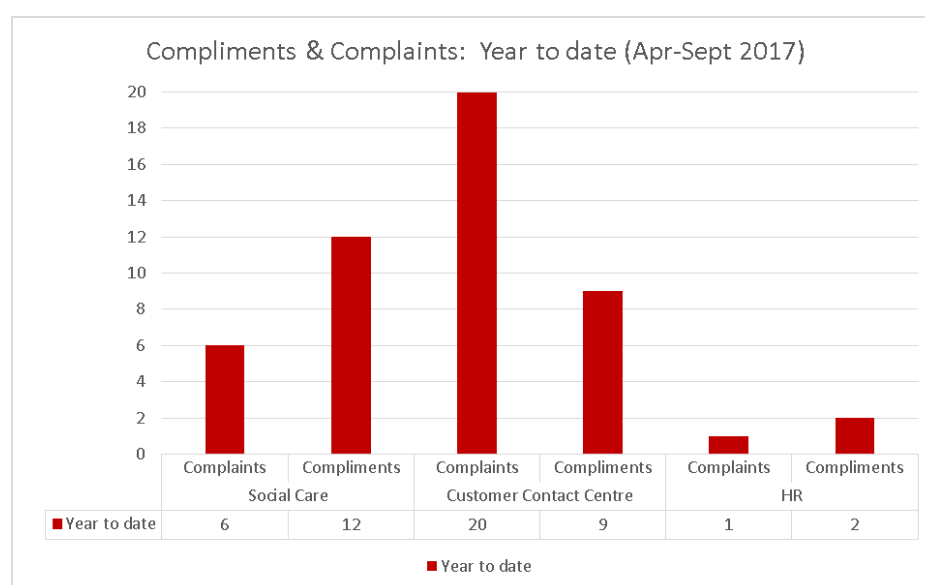
Service Area	% of Calls Resolved at the First Point of Contact	Number of Reponses
Customer Contact Centre	79.2%	9,162
Social Care	75.5%	2,495
AskHR	85.4%	1,211

Overall customer satisfaction experienced – April to September 2017

Service Area	% score for Customer Satisfaction	Number of Reponses
Customer Contact Centre	82.0%	8,941
Social Care	79.7%	2,417
AskHR	88.3%	1,190

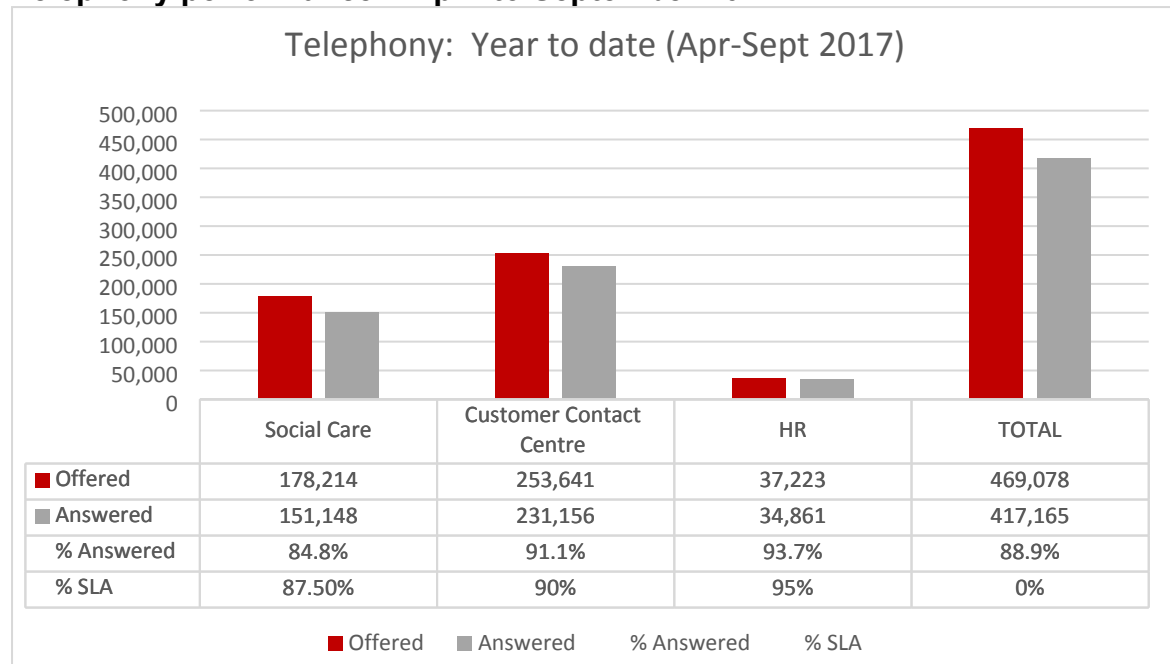
Compliments and Complaints

The number of overall **compliments** the Customer Access Service has received so far during 2017/2018 is **23**. The number of **complaints** received so far during 2017/2018 is **27** out of a total number of **557,816** contacts received.

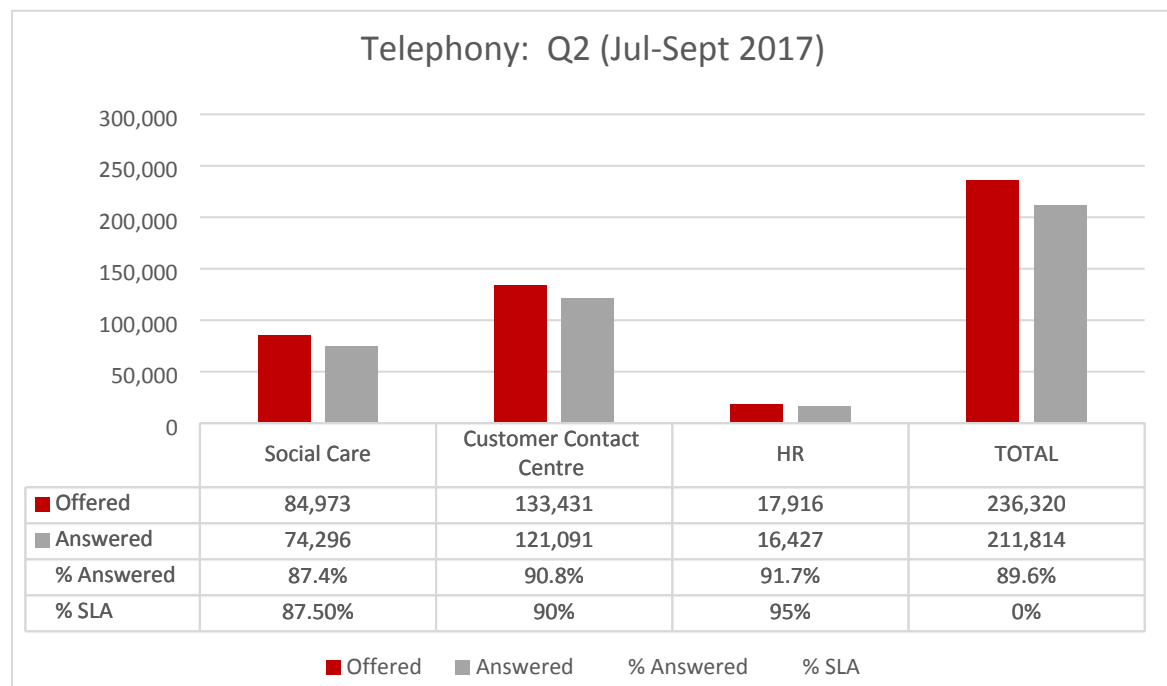


Telephony & email Performance

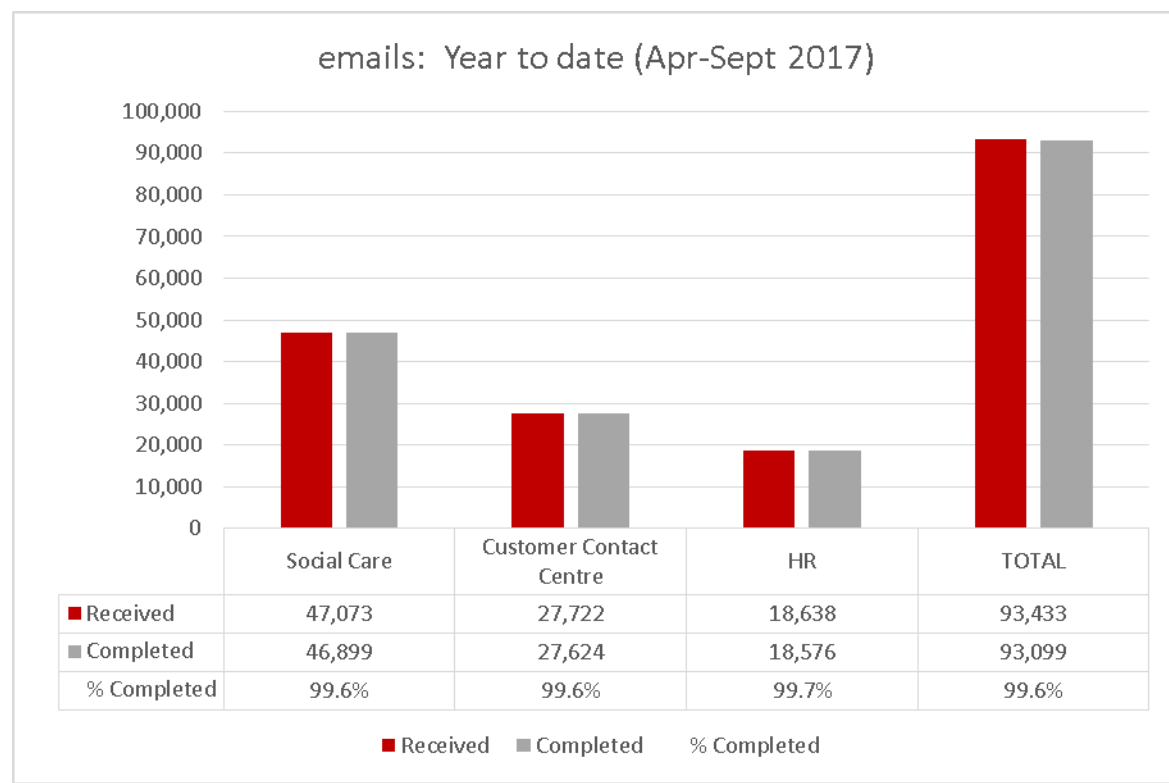
Telephony performance – April to September 2017



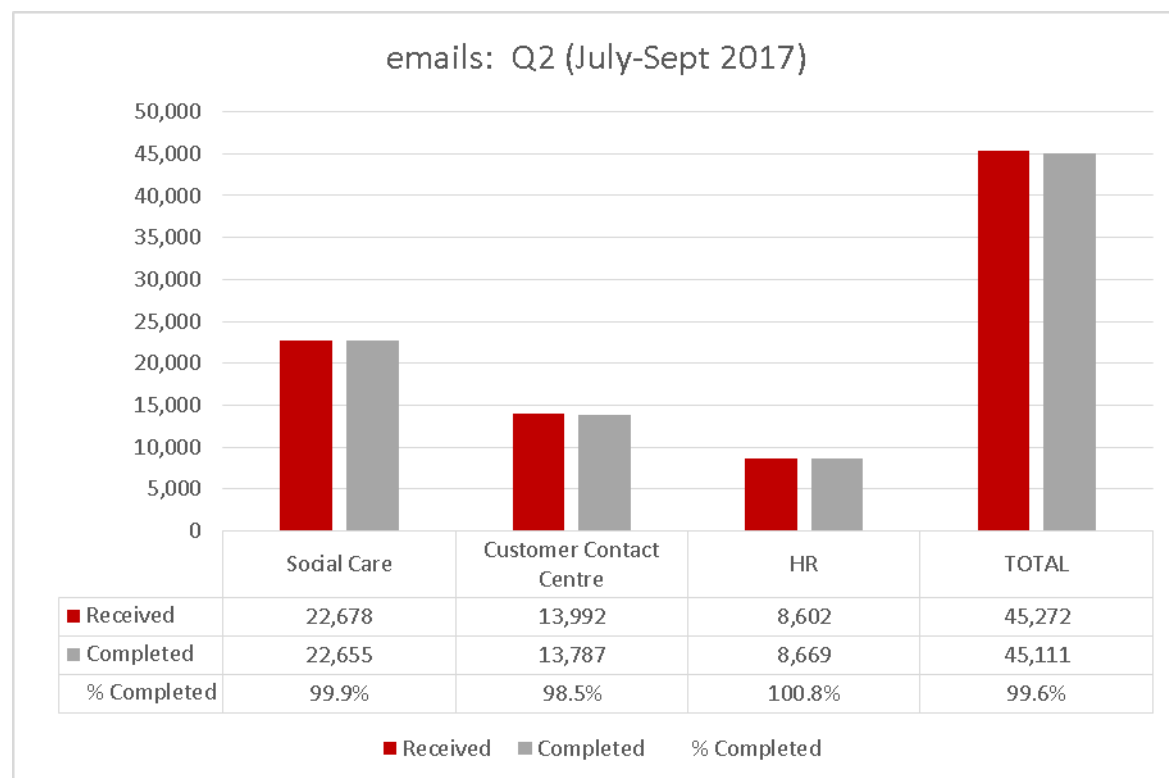
Telephony performance – July to September 2017



Email performance – April to September 2017



Email performance – July to September 2017



HR % Completed figure is over 100% due to a small carry-over of emails from the previous period.

Future Improvements

Genesys New Technology – Phase 2

In September 2016, the Customer Access Service oversaw the implementation of the new Genesys platform which supported enhanced **multi-channel contact** for customers of LCC. The platform is also used by the LCC Accounts Payable and Procurement Services, Emergency Duty Team, MASH Children's Services, and BTLS AskICT.

The Genesys Project is currently within **Phase 2**, where the focus is on implementing brand new functionality such as telephony **Auto-Attendant**, as well as new channels of contact such as **Web-Chat and Social Media**. Concurrently, the service is also dedicating work to utilising the Genesys platform to improve existing services, including blended emails and real-time queue management.

Liquid Logic – Early Help Module

Customer Access are currently working in conjunction with other services on the implementation of the **Early Help Module** within **Liquid Logic**. This project will include the redesign of the front door and incorporate **SEND** and **EHCP** processes along with **Wellbeing, Prevention and Early Help**.

Customer Access are contributing to the design of both the revised processes and the technical configuration of the system, and will be heavily involved in the testing of the resulting solution. With an expected go live of **September 2018**, the Early Help module will enable better **partnership working** and a coherent transition between all stages of intervention throughout the different services of the authority.

Crisis Support Changes

The Crisis Support Service delivers care and urgent need support to residents of Lancashire who may require assistance with food, energy or furniture. Customer Access are currently managing changes to the service in order to **ceasing the cash voucher payments** currently provided and provide **food parcels** to customers instead.

Engagement work will be undertaken with individuals with the goal of breaking the cycle of support and enabling self-management and stability.

NoWcard Renewals

At the end of October, we entered into the NoWcard re-issue period which is a large renewal event which happens every 5 years. This is a very busy time for the CAS as we assist customers whose badges expire on 31 March 2018 to renew their passes. This year there is a total of **180,000** and, as a result, we will experience a large increase in call volumes for this service.

We have been working with our colleagues in the NoWcard Bureau to ensure all our information is up to date, and to agree letter distribution which will see **6,000 letters** going out each day. To ensure we give the best service possible we have completed additional NoWcard training.

Blue Badge Improvements

We have recently taken part in a review to determine whether the key internal controls relating to quality assurance within the Customer Access Service were adequately designed and effectively operated by our internal audit team. Overall, they were able to provide *substantial* assurance on the adequacy and effectiveness of the controls in place for quality assurance within the CAS. Following on from the audit, we are working on an improvement plan, which will involve reviewing some of our processes and, in particular, our correspondence to improve the customer experience. We have also recently held a meeting with County Councillor Buckley and a representative from Citizen Advice, and will look to make improvements based on the points raised by Citizen's Advice which we have added to our overall improvement plan.

Winter Refresher

As part of our commitment to the Highways service, Customer Access will deliver winter refresher briefings in November to all trained advisors covering key areas such as gritting and flooding. This briefing enables the advisors to deliver updated information and guidance to customers, and to support the Highways service during the winter months. These refreshers are delivered each year and have proved their worth during the usual challenges of winter and in times of exceptional weather such as the floods of winter 2015/16.

Customer Access Service Plan and Vision

The 2017/18 service plan will support a customer focused approach to service delivery contributing to and enabling the authority's **Digital Strategy**. It will also demonstrate the CAS contribution and commitment to the council's key Customer Access objectives, of **increasing** and **improving** 'access channel change', **reducing** the cost of service delivery by **promoting self-service and automation** for specific services and ensuring that the services provided keep the citizens of Lancashire at the core of what we do. However, customers will not be excluded because they do not have internet access at home. Where appropriate, our most vulnerable citizens will have telephone access to CSAs who understand specific services areas.

Children Not in Education, Employment or Training (NEET)

CAS are currently working with the **Learning & Skills Service** in order to provide a clearer picture on data for young persons aged 16-19, not in education, employment or training – known as NEET. This will involve liaising with young people as well as parents and guardians, employers, and education and training providers, and will also consider different methods in order to maximise engagement. This is an ongoing piece of work and will focus on a cohort of around **2500 young people** (10% of all school leavers) currently listed as either NEET or with an unknown status, in order to ensure data accuracy; allowing the Learning & Skills Service to focus on particular areas of need to reduce NEET numbers going forward. The proposal is that this element of work will transfer to CAS in the new financial year.

Family Information Service (FIS)

CA are working closely with Communications and FIS to develop, promote and, in turn, increase uptake and use of the service via the website. The service will review and **increase the scope** within CA and also on the website which, in turn, will reduce the workload impact on the back office. The plan will also look to utilise more effectively the teams within LCC that have face to face contact with some of our more vulnerable families, with a view to increase uptake of child care arrangements.

Adult Safeguarding

A review in partnership with the Adult MASH team which will include re-engineering processes and adapt lessons learned from the new agreed safer ways or working around Children's referrals, has been agreed.

Consultations

Internal/external customers and service areas, including CAS and HR staff.

Implications:

This item has the following implications, as indicated:

Risk management

This report is for noting and therefore a risk analysis in relation to the content on this report has not been required.

Financial Implications

There are no financial implications arising from this report.

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

Paper	Date	Contact/Directorate/Tel
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Nil		
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Reason for inclusion in Part II, if appropriate		
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N/A		
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Cabinet Committee on Performance Improvement

Meeting to be held on Wednesday, 6 December 2017

Report of the Head of Legal & Democratic Services

Electoral Division affected: All

Risk and Opportunity Register Quarter 3

(Appendix 'A' refers)

Contact for further information:

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Paul.bond@lancashire.gov.uk

Executive Summary

This report provides an updated (Quarter 3) Risk and Opportunity Register for the Committee to consider and comment upon.

Recommendation

The Cabinet Committee on Performance Improvement is asked to consider the updated Risk and Opportunity Register at Appendix 'A' and make any comments it considers appropriate.

Background and Advice

In accordance with the agreed corporate approach to reporting on risk and opportunity, the quarter 3 Risk and Opportunity register was recently reported to Management Team. The updated Risk and Opportunity Register is attached at Appendix A for the Committee to consider and comment on.

Following this Committee the updated Register will be presented to the Audit, Risk and Governance Committee in January 2018.

For this quarter, the key highlights in the Register include:

- There are no new entries to the register.
- One entry has been deleted:
 - CR28 Risk of not fulfilling our duty in relation to Court of Protection applications. This has been deleted as Cabinet have approved a Prioritisation Tool which has reduced the risk score

- allowing for mitigating actions, the residual risk score for the following entries remain at 12 or above and therefore remain on the Register:

Risk Identification Number (RIN)	Risk Description
CR1	Failure to implement the county council's MTFS. Updated but residual risk score remains unchanged.
CR2	Risk to the on-going financial viability of the county council. Updated but residual risk score remains unchanged.
CR4	Delivering Organisational Transformation. Updated but 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. Further mitigation actions added. Residual risk remains unchanged
CR8	Reputational damage and risk of direct intervention by DFE. Further mitigation actions added. 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.
CR29	Delayed Transfer of Care. Controls and mitigating actions have been agreed but the residual score remains above 12.
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.
CO2	Delivering economic growth. Further maximising actions added.
CO4	Health & Social Care Integration. Narrative updated
CO5	Apprenticeship levy and apprentice % in public sector. Narrative no change.

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
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None

Reason for inclusion in Part II, if appropriate

N/A

Appendix A: Corporate Risk & Opportunity Register Q3 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 Council's 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 Judicial Review and/or damage to the 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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Recommendations from Zero Based Budget Review agree by Full Council on 9th February 2017. Improve commercial and financial acumen. Continuously revalidate budget assumptions. 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 October Cabinet agreed further savings subject to Equality Impact Assessments Forecast underspend of £7.498M on the 2017/18 revenue budget. The forecast position includes £93.513M from reserves. November Cabinet noted the revised Medium Term Financial Strategy and agreed several budget proposals for consultation, where necessary with the Trades Unions, the outcome of the consultation to be reported back to Cabinet at a future 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/Social	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 set a balanced legal budget in future years.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Risk of the County Council not being able to meet its statutory obligations by 2018/19 as 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 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. 	25	MT	Level

						<ul style="list-style-type: none"> 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 October Cabinet agreed further savings subject to Equality Impact Assessments Forecast underspend of £7.498M on the 2017/18 revenue budget. The forecast position includes £93.513M from reserves. November Cabinet noted the revised Medium Term Financial Strategy and agreed several budget proposals for consultation, where necessary, with the Trades Unions, the outcome of the consultation to be reported back to Cabinet at a future meeting. 			
CR4	Delivering organisational transformation including capacity, capability and resilience	Organisational	<p>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.</p> <p>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 the risk of poor resilience. Failure to deliver sizeable saving programmes</p>	<ul style="list-style-type: none"> 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 organisational need to build that skill and expertise and augment with external recruitment. 	16	<ul style="list-style-type: none"> 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 support New Senior Management Structure to be implemented wef January 2018 	12	MT	Level

CR5	Failure to adequately protect and safeguard children	Social	Children are put at risk of harm.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Caseloads are in line with Improvement Board targets for "good and outstanding". MASH redesign has progressed - 3 virtual locality teams now in place and consistent working practices established. Director of Children's Services "line of sight" to frontline practice to ensure adequate protection and safeguarding of children in place. Heat maps established to monitor performance. Increasing numbers of experienced workers in post: <ul style="list-style-type: none"> April 17 - over 50% of Social Workers (SWs) were ASYE (Assessed & Supported Year in Employment), in Aug 17 this had reduced to 42%. Likewise the proportion of SWs with 3 or more years' experience has grown from 22% (Apr 17) to 34% (Aug 17). Ofsted Monitoring Visit October 2017 - improvements noted in quality of practice - "good to requires improvement"; practice is compliant with statutory requirements; audit effective and leads to actions (Focus on Children In Need). 	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.	<ul style="list-style-type: none"> 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 Peer Review. Performance monitoring - action taken to address areas of underperformance. 	25	<ul style="list-style-type: none"> Ofsted Monitoring Visit October 2017 - improvements noted in quality of practice - "good to requires improvement"; practice is compliant with statutory requirements; audit effective and leads to actions (Focus on CIN). Work in line with residential and sufficiency strategies is being progressed. 	16	Director of Children's Services	The risk is being managed and continues to reduce.
CR7	<p>Failure to recruit and retain experienced Social Work staff</p> <p>Failure to recruit and retain Independent Reviewing Officers.</p> <p>Failure to recruit and retain experienced BSO staff.</p>	Organisational	<p>Inability to deliver effective services.</p> <p>High caseloads.</p> <p>Lack of management oversight.</p> <p>Increased staff turnover.</p> <p>Increased agency spend.</p>	<ul style="list-style-type: none"> Vacancy monitoring. Children's Services Workforce Development Strategy and scorecard developed to improve recruitment & retention of staff. Quarterly Safeguarding Report. 	25	<ul style="list-style-type: none"> As at April 17 over 50% of Social Workers were Assessed & Supported Year in Employments. In Aug 17 this had reduced to 42%. Likewise the proportion of SWs with 3 or more years' experience has grown from 22% (Apr 17) to 34% (Aug 17). 	16	Director of Children's Services	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.

CR8	<p>Reputational damage and risk of Direct Intervention by DFE.</p> <p>Negative media exposure.</p>	Reputational	<p>DFE manages services directly and removes them from the LA. Commission arrangements brought in.</p> <p>Loss of reputation. Impact on partner agencies.</p>	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 6 monthly DfE review held 2/3 November, informal feedback was positive. Outcome letter awaited. 	16	Director of Children's Services	The risk is being managed and is reducing.
CR12	<p>Failure to implement/maintain systems that produce effective management information</p> <p>Failure to improve quality of data in Liquid Logic's systems (LCS/LAS)</p> <p>Operational failure in the main IT Computer Suite (T101)</p> <p>Management Team and Cabinet need to consider service level required for business intelligence because there are insufficient resources to meet current need</p>	Organisational	<p>Ineffective collection, collation and input of data</p> <p>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</p> <p>Ineffective reporting arrangements.</p> <p>Statutory returns will be compromised, so incorrect performance will be reported nationally. OFSTED/CQC/LGA and other external organisations will be using inaccurate information to judge performance. Service planning and management will be severely compromised.</p> <p>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</p>	<ul style="list-style-type: none"> 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 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. 	15	<ul style="list-style-type: none"> 'Passport to Independence' reporting work stream incorporating exception reporting. 'Project Accuracy' for Adults Services focussing on procedures and data quality is now underway. Continued monitoring of data within Lancashire Children's Services. Programme of work rolled out to Lancashire Adult Services. New system roadmaps developed to provide more control over system changes. Governance Boards established for Early help Module, Education, Health and care Plans module and the Education Management System. No major issues identified in recent Ofsted inspection. Performance sub-group reporting the Improvement Board Chair Additional temporary resource employed within Business Intelligence to provide reports for Project Accuracy 2. Electrical works on T101 data centre have been completed with upgrades to the supply and uninterrupted power supply complete. Back-up data centre in Telecity, Manchester now up and running and providing further resilience to services. 	12	MT /Head of Corporate Services /Head of Business Intelligence	Level

CR16	Management of the County Council's Assets	Organisational	<p>Failure to maintain council owned assets and buildings.</p> <p>Inability to deliver in the timescale required and impact on organisational ability to achieve savings</p> <p>Failure to timely deliver a smaller more affordable property portfolio and associated savings.</p> <p>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.</p>	<ul style="list-style-type: none"> 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. Communications strategy for property strategy 	16	<ul style="list-style-type: none"> Cabinet at its meeting in November 2017 agreed to the re-opening of several closed libraries and the delivery of a full library service. 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. Cabinet agreed new Facilities Management Structure to ensure a consistent approach across all properties is in place and that the County Council is legally compliant. Cabinet in October approved the delivery of a programme of works to Older People's Residential Homes 	12	Head of Asset Management/Head of facilities Management	<p>Level – In relation to assets the trend is downwards as the Premises Compliance Team improve strategic premises management activity</p> <p>Property strategy – risks are significant but currently managed</p>
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/Social	<p>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</p>	<ul style="list-style-type: none"> 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 	16	<ul style="list-style-type: none"> 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 	12	Director of Adult Services	<p>↑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 and improved commissioning solutions</p>

			<p>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.</p>	<p>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.</p> <ul style="list-style-type: none">• 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.		<p>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</p> <ul style="list-style-type: none">• 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.			
CR21	Service user/Customer risk associated with the inability to influence demand whilst expectations continue to rise	Reputation al/social/economic/political	<p>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.</p>	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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• Continued prioritisation of activity focussed on demand management and providing appropriate and effective placements for young people.	12	MT	↓ Downwards.

						Business case for Access to Resources Team progressed through MT and now being implemented.			
CR24	<p>Failure to achieve targets agreed with National Troubled Families Unit team due to the specific requirements of the programme.</p> <p>Failure to provide robust data to evidence the impact on outcomes for those families engaged with the programme</p>	Economic Political	<p>Failure to accrue maximum income from the programme for the authority</p> <p>Possible reputational risk as a result of failing to meet the national target.</p> <p>Risk of additional scrutiny of Lancashire's response to the programme</p>	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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. Feed into consultation opportunities provided by DCLG. Monitor outcome of review. Maximise payment by results claims pending outcome of review. 	16	Head of Children's and Families & wellbeing	Upwards
CR25	Failure to implement and meet the statutory requirement to children and young people with special educational needs and/or disabilities.	Organisational	<p>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.</p>	<ul style="list-style-type: none"> Self-assessment completed against new framework N/W regional peer support group established 	16	<ul style="list-style-type: none"> Implementation of the early help (IT) module. Recruitment of qualified staff funded by the SEND reform grant. Commissioning arrangements with Health being reviewed. The service has just been subject to Ofsted and CQC inspection and awaiting outcome letter 	12	Head of Special Education Needs and Disability	Level
CR26	Proposed museum closures	Organisational/political/reputational/financial/legal	<p>The proposal to close five museums has attracted negative publicity nationally, regionally and locally due to the national importance of the sites and collections</p> <p>Impact on staff leading to sickness absence</p> <p>Financial risk associated with not being able to close</p>	<ul style="list-style-type: none"> 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 	16	<ul style="list-style-type: none"> 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 Helmsore Mills Textile Museum Public consultation has taken place to help inform the service design and future strategy of the museum service. Equality Impact Assessments detailing mitigating actions have been undertaken. 	12	Head of Libraries, museums, culture & registrars	Level

			buildings because of the statutory responsibility to provide the service	<p>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.</p> <ul style="list-style-type: none"> 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. 		<ul style="list-style-type: none"> A Cabinet Working Group (CWG) with a cross party membership together with senior officer representation has been set up to ensure that any handover of buildings and services which may take place is fair and robust. The CWG will meet on a monthly basis and make recommendations to cabinet. Information has been circulated to assist all staff with issues which may impact upon their health and wellbeing as a result of the proposals to close buildings. Head of service and senior service managers communicates changes to all staff on a weekly basis. 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. 			
CR27	The mobilisation of the home care framework and subsequent service transfer process	Organisational/political/reputational/financial/legal	<p>Risk of legal challenge to the tender process</p> <p>Risk of significant increased costs to the Council</p> <p>Risk of challenges in the mobilisation and transition</p> <p>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.</p> <p>Challenges relating to providers</p> <p>Potential disruption caused to service users.</p>	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

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 lose skills and the physical ability to undertake activity), which 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. Inability to agree or deliver DTOC targets. Inability to manage short term pressure for reablement services.	<ul style="list-style-type: none"> 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 iBCF spending plan, which is intended to have positive impact on DTOC, agreed by HWBB in August 2017. 	20	<ul style="list-style-type: none"> 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 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. Health & Well Being Board Review - November 2017. Proposed Health Scrutiny review - January 2018. Mitigating actions above will not enable DTOC targets to be met within agreed timescales. 	20	Dir of Commissioning	Upwards
CR30	Failure to Prevent people being drawn into terrorist activity	Social	People suffer harm as a result of a terrorist incident.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	20	Dir of Commissioning	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 national threat level

						<p>incidents, safety messages, busting myths, promoting good news stories, sharing information through social media etc.</p> <ul style="list-style-type: none">Following the recent elections the arrangements for Political Governance and Information Sharing hare changed. Issues will be reported to cabinet as appropriate.			
Opportunity Identification Number	Opportunity Description	Opportunity Type	Possible Benefits	Progress to date	Opportunity Score	Maximising Actions	Residual Opportunity Score	Opportunity Owner	Direction of Travel
CO2	Delivering economic growth	Economic	<p>Continued successful delivery of the LEP's current strategic economic growth programmes.</p> <p>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.</p>	<ul style="list-style-type: none">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	<ul style="list-style-type: none">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 2018Recent 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. We are now looking to a further bid which could take the project to 2020.Whilst the opportunity to secure EU funds (underwritten by HMG) looks more positive in the medium term, we are also preparing in the event that EU Structural funds are replaced with competitive rounds of regional productivity funding. More may be signalled on this as the government's Industrial Strategy is confirmed.	16	Director of Economic Development	↑ Upwards
CO4	Health and Social Care Integration	Organisational	<p>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</p>	<p>Participation in the Healthier Lancashire programme building upon the "Alignment of the Plans" work undertaken</p> <p>Sustainability and Transformation Partnership (STP).</p> <ul style="list-style-type: none">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	12	<ul style="list-style-type: none">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

			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	level, and within individual health economies. <ul style="list-style-type: none">Consideration of new models of delivery and potential new funding arrangements, such as pooled budgets where appropriate.		<ul style="list-style-type: none">Consultation on new governance framework.			
CO5	Apprenticeship Levy and Apprentice % in Public Sector	Political Economic Social Reputation al Organisatio nal	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	<ul style="list-style-type: none">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 Wednesday, 6 December 2017

Report of the Chief Executive

Part I

Electoral Division affected: All

Quarterly Corporate Performance Monitoring Report – Quarter 2 2017/18

(Appendix 'A' refer)

Contact for further information:

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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 a Highlight Report for services outside of these programmes, have been produced for the second 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 2 2017/18 (July – September 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

The Cabinet Committee on Performance Improvement is asked to comment on the reported performance for quarter 2 and the Ofsted post inspection update information provided.

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 two of 2017/18, giving an overview of performance against agreed headings and parameters.

In addition, a highlight report has been produced for the services outside of these programmes.

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 2 (Q2) reports and the associated performance indicators within them has been used to provide this report.

Performance Summary

Start Well

Areas requiring improvement are:

- It is taking significantly longer to complete assessments for children and families, with 32.6% of assessments taking more than 45 days to complete in quarter 2, compared to national and regional performance of around 16.5%. Timeliness of assessment completion varies across the localities. Factors that have impacted on performance include staff retention in the North and the movement of staff across most districts into realigned teams. Actions being taken to address this issue include: weekly performance information being provided to managers; performance clinics running in Central and North; weekly compliance cycles in the East and monthly Performance Improvement Meetings held across county.
- The number of Children Looked After (CLA) continues to increase, with 1,920 at the end of quarter 2 compared to 1,875 at the end of quarter 1. The CLA rate of 77.8 children looked after per 10,000 population was significantly higher than the recently published national (62.0) and statistical neighbour (65.5) rates, but significantly lower than the regional rate (86.0). Although overall numbers are increasing, the rates that children are becoming looked after in the North and East are reducing, and during some months of the last quarter there were more children leaving the care system than entering it. For example, Lancaster had an overall reduction from August to September of 174 to 127 children in care.
- The proportion of children looked after who are placed in residential care has increased slightly from 11.6% in March to 12.3% in September; with 236 children and young people in residential care at the end of September. The numbers of older children entering the care system has increased, including

children who are subject to the Homeless Protocol age 16 or 17 years. Many older children have complex needs and are unable to settle in foster placements with residential settings being the only option. The Access to Resources Team are working closely with children's social care to ensure optimum placements are identified whenever possible. Monthly resource panels in localities also ensure that those children initially placed in residential settings, are subject to ongoing review about the suitability of movement into fostering.

- Data released by Ofsted for September 2017 shows there are two primary and four secondary schools in Lancashire judged as Inadequate.

Areas that are showing improved performance are:

- At the end of Q2, the number of children with child protection plans (CPPs) reduced to 1,241 from 1,288 in quarter 1. The Lancashire rate of 50.3 (children with child protection plans per 10,000 population aged 0-17) remains higher than the national picture (43.3), but better than the regional rate of 54.8.
- The average caseload for social workers in their Assisted and Supported Year of Employment (ASYE) was 19.1 in Q2, which is classed as good when compared with the national picture. The average caseloads of Independent Review Officers (IROs) is also good at 72.9.
- The published National and Local Authorities adoption scorecard suggests a decrease for Lancashire for the time taken for children to be matched with an adoptive family following a court order, over a three year rolling period, from 279 days (2012-15) to 258 days (2013-16), a decrease of 21 days. Lancashire is positioned in the third quartile nationally against this indicator, taking longer than the national (226 days), regional (232 days) and statistical neighbours (262.8 days).
- The published Adoptions data also suggests that the average time between a child entering care and moving in with their adoptive family in Lancashire improved from 717 days (2012-15) to 619 days (2013-16), a decrease of 98 days. However, Lancashire remains in the lower quartile nationally against this indicator and takes longer than the national (558 days), regional (565 days) and statistical neighbour average times (571.7 days).
- The latest Ministry of Justice data shows that there were fewer first time entrants to the youth justice system within Lancashire. Lancashire remains in the upper quartile nationally against this indicator. The reoffending rate remained stable along with the use of custody remaining low.
- Recent data published by the Department for Education (DfE) for 2017 suggests that 69.4% of Lancashire EYFS pupils achieved a 'Good level of development' at Early Years Foundation Stage (EYFS). This was a slight improvement over the previous year (67.2%).

- Provisional Key Stage 2 data published by the DfE for 2016/17 suggests that within Lancashire, 60% reached the expected standard in reading, writing and mathematics. This was an improvement on the previous year (54%).

Also to note:

- Provisional data for GCSEs suggests that during 2016/17, the average Attainment 8 score per pupil for Lancashire (45.4) was similar to the national (44.2), regional (45.3) and statistical neighbours (45.9) averages. Pupils sitting key stage 4 tests this year were the first to be taught and assessed under the new assessment arrangement. The expected standard has been raised and the accountability framework for schools has also changed.

Revised (verified) and more detailed data for key stage 4 is due to be published on 25 January 2018. Targets for next year will be looked at when this detailed data has been analysed.

Live Well

Community Services

- The diversion of municipal waste away from landfill by recovery, recycling, reuse and composting at the end of Q2 is forecast for 2017/18 to be 51% with landfill of 49%. The rate reported in 2016/17 was 49% diversion with 51% landfill.
- There were 913,329 visits to libraries in quarter 2, which is a decrease of 15% when compared to the same period last year. Over the same period, there has been an 83% increase in e-book downloads (28,960 in Q2 of 2016/17 to 53,023 in Q2 of 2017/18).
- Street lighting fault repair times in Q2 are within the 5 day target for all faults (4.39 days) compared to Q1 which was slightly above the target at 5.12 days.
- Of the 2,115 VIP communications received by the Highways service, 1,021 enquiries were responded to by their target 20 day response date (48%). 958 communications originated from county council members (45%). Performance has seen a downward trend since Q1 when 75% of county council members' casework was responded to within the fifteen working day response target down to 52% in Q2. A combination of a high turnover of staff and current vacancies has stretched existing resources and proved a significant challenge in maintaining performance.

Public Health

- The DTaP/IPV/Hib vaccine protects babies against five different diseases: diphtheria; tetanus; whooping cough; polio; and Hib. Data quality issues were identified as a problem when investigating the decline in uptake figures seen over the past year. Uptake figures for 2017/18 quarter 1 have since increased

to 87.6% (provisional figures) from 82.4% in 2016/17 quarter 4 yet still remain lower than the 95% target recommended by the World Health Organisation. The local NHS Screening and Immunisation Team (SIT) attended the Health Scrutiny Steering Group meeting held on 27th September to discuss these issues and a further report on childhood immunisations will be presented to a future scheduled meeting of the Steering Group.

- Latest available data for the second quarter in 2016 saw a decrease in the Lancashire teenage pregnancy rate (20.0 per 1,000), down 23.3% on the previous quarter (30 fewer pregnancies) figure of 26.1 per 1,000. The Lancashire rate was similar to the regional (21.6 per 1,000) and national (19.3 per 1,000) rates during the same period.
- 83.0% of the eligible population (those aged 40 to 74 years with no long term health conditions) have been offered an NHS Health Check as of 30th September 2017. The target is for all eligible people to be offered one over the 5 year programme which began in 2013/14. Steady increases have resulted in current uptake being 58.3% which compares favourably to the national picture of 48.9%. Although fewer (22,486) NHS health checks were offered to members of the eligible population in quarter 2 of 2017/18 than in the previous quarter (23,409), more were completed (10,120) than in quarter 1 of 2017/18 (9,172)
- The Active Lives Healthy Weight (ALHW) services indicated that in quarter 2, despite there being more referrals, fewer individuals commenced the Targeted Community Weight Management (TCWM) programme with 1189 people being referred in Q2 compared to 1388 in Q1. 174 people completed the programme in Q2, compared to 529 in Q1. The Targeted Physical Activity (TPA) programme saw 2,508 individuals taking up TPA (a 16% increase compared to quarter 1) with 1,138 completing the programme, an 8% increase on quarter 1.
- In terms of road safety, there has been a significant reduction in the number of Slight casualties in the first six months of 2017 (1,380), compared to 2015 (1,709) and 2016 (1,693). The number of Killed or Seriously injured (KSI) casualties has broadly remained the same (311 for Jan – June 2017). The number of Child KSI casualties in road traffic accidents has increased slightly by one (up from 33 in to 34) between January and June 2016 to same period of 2017.

Age Well

Areas requiring improvement are:

- Delayed Transfers of Care (DToC) is still a focus for much concern with recognition that performance needs improving. Current data are unreliable and detailed work is being undertaken to understand and correct this on a hospital by hospital basis. A focussed DToC improvement programme has now been approved by the Health & Wellbeing board with associated significant investment.

- In line with the aims of the Passport to Independence Programme, residential and nursing home admissions for the 65+ age group have steadied in Q2, with 1883 admissions for the year to end September 2017 compared to 1892 admissions for the year to end June 2017. Although the rate of admissions is still higher than the national picture it is similar to regional performance.

Areas showing improved performance are:

- Assessment activity has increased by 2.6% from Q1, with 11,011 assessments completed in Q2. Waiting times for social work assessment have generally improved with 85.3% being completed within 7 days which is an increase of 3.1 percentage points on Q1, and 95.7% within 28 days (an increase of 1.2 percentage points on Q1). Occupational therapy assessments completed have increased by 26.2% to 1775 in Q2, which means that waiting times for OT assessments are improving in line with the drive to establish greater capacity and a more robustly managed OT workforce.
- Support to carers has increased with the award of more direct payments. There was a 9.6% increase between June (5,268) and September (5,775) 2017.
- Reablement performance continues to improve, driven by the Passport to Independence Programme. Greater numbers receiving reablement is matched by improved outcomes. The number of reablement referrals has increased by 22.5% (up from 1,492 in quarter 1 to 1,827 in quarter 2). Importantly, 87.6% of older people that were discharged from hospital and supported by the reablement service were still at home 91 days later. This compares favourably to the national average of 82.5%.

Highlight information for services outside of the Start Well, Live Well and Age Well reports

(including Economic Development, Planning & Environment, Programme Office, Design & Construction, Core Systems Transformation, Exchequer Services, Procurement, Business Intelligence, Legal & Democratic Services, Human Resources, Skills Learning & Development, Asset Management, Facilities Management and Estates)

In Quarter 2:

- The Estates team achieved £4.5m of capital receipts, bringing the total for 2016/17 and the first half of 2017/18 to £16.4m against the two year target of £17.5m.
- £0.801m was added to the Lancashire County Council (LCC) commercial property portfolio rental value in quarter 2, taking the 2017/18 cumulative value to £1.786m (against the two quarterly target of £1.885m).

- 33 businesses were supported by the Access to Finance Service (27 in Q1).
- There were 8 Inward Investment Enquiries (compared to 1 in Q1).
- 9 County Matter minerals and waste (i.e. major) applications were determined within quarter 2, of which 5 (56%) received a decision within the 13 week decision period. The remainder were determined within an agreed time extension.
- 11 applications for LCC's own Regulation 3 development were determined in quarter 2. 10 (91%) of these were determined within 8 weeks (there is no national standard, but 8 weeks is the standard set for district council applications of a similar scale).
- Total Superfast Broadband (SFB) coverage in the Lancashire Enterprise Partnership (LEP) Area is 97.55% and 96.66%% for the LCC area, which is higher than the Government target of providing superfast broadband coverage to 95% of the United Kingdom UK by December 2017 and the current coverage for the UK (94.02%).
- 24 people with disabilities were supported into new employment positions, with 20 people supported to stay in employment for a period of 26 weeks (exceeding the respective targets of 18 and 15 set for the quarter).
- The Employment and Support Team are currently supporting 136 Children Looked After/Leaving care young people and another additional 23 young people who are currently on hold due to personal reasons.
- The Skills, Learning and Development Service are supporting 137 newly qualified social workers in their Assisted and Supported Year of Employment and 103 social work students through Practice Education (compared to 57 in Q1).
- The new Access to Resources Team (ART), working in collaboration with the in-house duty team, sourced a total of 248 placements for children in this quarter - 120 (48%) of these were in-house placements and 128 (52%) were agency placements. The new processes of searching for in-house and agency placements at the same time has significantly reduced the number of emergency agency placements required this quarter from 55% (pre-ART) to 33%, therefore increasing the likelihood of securing suitable placements.
- Debt over 6 months continued to run at a stable level with Care debt levels consistent with the previous quarter and Corporate debt levels down somewhat when adjusted for the exceptional increased billing (£3m) for NHS contributions to care which occurred at the previous financial year end in March 2017. These year-end NHS debts are being addressed as a priority as they present complex issues surrounding direct payments made to providers by the NHS instead of LCC. It is expected that significant recovery of these debts will be achieved in quarter 3.

- LCC payments performance improved and is now firmly back on track after the reported dip in quarter 1 following 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 September Key Performance Indicator for 30 day payments is at 82.96% compared to 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.

Local Government (Access to Information) Act 1985

List of Background Papers

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 the quality of services that support and protect children and young people:

Strategic direction, leadership governance and oversight

- **12 Week Improvement Plan** – a new 12 week improvement plan was agreed by the Improvement Board in August 2017. The focus for this plan is the Multi-Agency Safeguarding Hub (MASH)/Early Help, quality of practice, placement sufficiency, child sexual exploitation and the workforce. This set of short term priorities supports the development and delivery of the new overarching improvement plan, detailed below.
- **Continuous Improvement Plan** – the next iteration of the Improvement Plan has been developed and is framed against three key areas:
 1. Reduce the need for social work and care intervention and ensure effective prevention is in place.
 2. Ensure social work and care intervention is effective and efficient – making the right plans for children, offering appropriate support and minimising drift and delay – purposeful practice.
 3. Supporting long lasting and sustainable outcomes – permanence.The Plan has been shared with the Improvement Board, Ofsted and Cabinet.
- **Internal governance** – as part of the Continuous Improvement Plan a new governance structure has been implemented and will be responsible for ensuring effective delivery through monitoring and scrutinising progress and impact. The establishment of this governance structure has streamlined existing arrangements, reduced the number of meetings and provides a more effective, coherent and robust governance framework to oversee the delivery of significant change programmes across children's services.

Placement sufficiency

Sufficiency strategy – a refreshed strategy has been agreed by Cabinet and sets out how the Council will ensure that all children that are looked after have the right placement, in the right place at the right time and the expectations for how this demand will change in the future.

Adolescent Support Unit – as part of the implementation of the residential strategy a four bedded adolescent support unit (ASU), extended outreach service & emergency/crisis provision are being established. The ASU will be operational from January 2018 and will provide short break placements (up to 3 days) for teenagers on the edge of care to prevent family breakdown. It is anticipated that the ASU will support a minimum of 60 adolescents, whilst the extended outreach service will support 168 children/young people per annum. A short term residential crisis unit is also in the process of being developed to provide young people with a place to stay whilst an appropriate residential placement can be sourced or to provide respite to their current placement to prevent unnecessary placement breakdown. Given this requires significant building work, it is scheduled to be operational from April 2018.

'Step Down into Fostering' - discussions with fostering providers has informed the development of new 'Step Down into Fostering' arrangements through the new Fostering Framework which is currently out for tender. From April 2018, Lancashire will work in collaboration with selected fostering agencies to develop clear and effective arrangements to enable the sourcing of 10 'step down into fostering' placements a year, enabling young people with a plan for fostering but who are currently placed in residential provision to move to sustainable fostering placements.

Participation and Recognition

- **Children & Young People (CYP) Now awards** – three services were shortlisted for the CYP Now awards:
 - Barnardo's Young Carers Service – in the young carer's category.
 - Children and Young People's Participation in Lancashire - in the Public Sector Children's Team Award category.
 - LINX (Children in Care Council) – in the children looked after category.
- **MoMo (mind of my own)** – is a web based participation tool that is being trialled for 12 months (from September 2017) as another way of consulting with children/young people as part of their CLA review. MoMo can be used on any type of device that can access the internet, for example, a computer, tablet or smart phone. This is not a substitute for face to face contact with children but is a means to enhance it.

Workforce Recruitment, Retention and Development

- **North Lancashire** – whilst the recruitment and retention of experienced staff remains a challenge in Lancaster, Fylde and Wyre, following a recent successful recruitment event, the teams in Lancaster are fully staffed with no social worker or manager vacancies. However, as the new appointments are mainly newly qualified workers, the proportion of ASYEs has increased to 63%, which impacts on case allocation given the requirement that they have a reduced caseload compared to more experienced workers. In Fylde and Wyre there are currently 4 vacancies (1 Team Manager, 1 Practice Manager and 2 Senior Practitioners), although the ASYE rate is lower at 49%. A temporary social work team, Skylakes continues to support Fylde and Wyre. This is for a six month period which started in June 2017. There have been challenges with the use of interim teams and we have ended the contract of one provider early as we were not satisfied with the quality of the work. Quality Assured Projects commenced in Lancaster on the 23 October 2017. (The team consists of 1 Senior Manager, 1 Team Manager, 1 Practice Manager, 7 Social Workers, 1 Family Support Worker and 1 Business Support Officer). In order to reduce the need for project teams going forward we are developing a Peripatetic Team that will be able to be deployed across the county as required. In addition a "grow your own" programme is being developed to support longstanding Family Support Workers to become Social Workers.

- **Senior Managers** – appointments have now been made to two additional Senior Manager posts in the East and Central Localities which has increased managerial capacity.
- **Social Work Academy** – is now in place and affords all new social workers in Lancashire, and especially ASYEs (Assessed & Supported Year in Employment), a robust two week induction programme. Call in days are scheduled at three, six, nine and twelve months to track progress and all ASYEs are linked to a named Advanced Practitioner (AP) to support their continuing professional development. This is designed not only to improve practice but will also support staff retention. Feedback from social workers and managers has been extremely positive in terms of preparing them for practice, building confidence and providing peer support. In September the first cohort of 20 ASYE's went through the Academy. A second cohort commenced the programme on the 6 November. The third cohort commences on the 15th January 2018.
- **Leadership Academy** - following the success of the Social Work Academy, this model is being replicated in the form of a Leadership Academy to support the development of first line managers as practice leaders.

Clear Expectations

- **Case file expectations (CIN)** – issued to all staff regarding the recording requirements in relation to children in need cases, bringing together policy, procedure and practice standards in one place to provide clarity of expectations.
- **Definition of complex CIN** – we have reviewed our definition of complex CIN to ensure we have appropriate allocation in place. All cases have a social work led assessment and social work oversight of plans. 45% of our children in need cases open to a Social Worker. The rest are held by Family Support Workers managed by qualified and experienced Practice Managers. This is a significant improvement from the point of the original inspection.

Practice

- **Risk Sensible Model** – this is now in place and can be seen across the service but needs to be embedded with partners and evolve to support more strength based practice.
- **Sincerely you** – to mark care leaver's week, the Leaving Care Service worked with young people to develop the Sincerely You Project – where young people wrote a letter to their younger self. Click on the link to view the video: <https://youtu.be/5kTPJ5RmJac> After the exhibition has toured the county we will use the letters as part of the Social Work Academy to support Social Workers to understand the needs of children as they enter the looked after system and also in foster carer training.
- **Case recording video** – young people have produced a video on the importance of good case recording, emphasising that this captures their life story and can in some cases be their only way of piecing together the events in

their life. This will be launched in December 2017 and will be used as a training tool to reinforce practitioners understanding of recording requirements.

- **Quality of practice** – incorporating feedback from the Local Government Association (LGA) Peer Review and recent Ofsted Monitoring Visit, a work programme has been agreed for the Advanced Practitioners (APs) for the next 6 – 12 months. This includes delivery of a series of workshops focused on purposeful practice and the child's lived experience, putting children and young people at the centre of everything we do. The APs also continue to offer reflective supervision sessions to Social Workers in respect of more complex casework and deliver ASYE workshops to support newly qualified Social Workers.

Better understanding of ourselves

- **Audit Framework** – audit is purposeful and is beginning to have an impact on the quality of practice. Feedback from both the LGA Peer Review and Ofsted Monitoring Visit highlighted the effectiveness of audit as a tool for learning. Audit moderation also shows improvement in both the quality of audits and the quality of practice.
- **Line of sight** – the line of sight framework will ensure that leaders at all levels, from the Cabinet and Lead Member to the Director of Children's Services to Team Managers, have a timely understanding of performance, progress and issues.
- **Performance information** – we have refined and streamlined the performance information that is used by managers and practitioners and produced a dashboard of key indicators and targets that will be reviewed weekly at team level to support managers to move from performance monitoring to performance management.

External Review

LGA Peer Review - the Local Government Association (LGA) conducted a Safeguarding Peer Review the week commencing the 16 October 2017. The review provided a critical friend to challenge the Council and partners in assessing strengths & identifying areas for improvement. Although still awaiting written feedback the review highlighted the following:

- Data has significantly improved.
- Staff morale is good and staff spoke with pride in working for Lancashire.
- All staff spoken to were enthusiastic & committed to improving outcomes for children and young people.
- Managers are open & accessible.
- Social Workers know their cases & children well.
- Practice is compliant but the quality is fragile and there are still inconsistencies.
- Case recording doesn't always demonstrate the knowledge & planning articulated by workers.
- The Independent Reviewing Officer footprint is visible but needs to be more challenging to impact on outcomes for children.
- Stronger multi-agency input is required to plans.

- We need to record the rationale for casework decisions - show the working out.

Ofsted - the last Ofsted monitoring visit took place on the 30 & 31 October 2017 and focused on the quality of help and support given to children in need (CIN). Although still awaiting written feedback of the findings, the highlights are as follows:

- No cases were referred back and all cases were compliant.
- Staff spoke about children and families with knowledge and genuine care and know the children they are working with well.
- Assessments ranged in quality from good to requiring improvement.
- Children are seen regularly and there is evidence of direct work being undertaken.
- There is evidence of involvement of partner agencies and schools in particular are providing good support to children.
- Child in need plans are regularly reviewed by Social Workers to monitor progress and ensure that children are receiving the right level of support at the right time.
- Positive feedback regarding audit which is impacting on the quality of practice. Audit is valued as a tool for learning.
- Whilst complex work is still allocated to Family Support Workers, effective arrangements for monitoring and support by Social Workers are in place.
- Supervision is regular and staff said that managers offer good levels of support. However, the challenge and rationale for decision making is not strong.
- Thresholds are generally better understood and applied.

The areas for development that were identified were already known to us and are being addressed in the improvement plan. Specifically, this included:

- The need to embed consistently good practice.
- All plans need to focus on children's outcomes and need to be specific about the purpose of social work involvement.
- Improve the quality of recording of supervision – capture the reflective discussion that has taken place and record the rationale for decisions.
- The risk sensible model could be further improved by including a strengths based approach to consider protective factors for children alongside risk.
- Reduce the number of changes of worker.

Department for Education (DfE) - the DfE completed a six month review of progress against the Improvement Plan on the 3rd and 4th November 2017, led by Tony Crane, (DfE Improvement Advisor) and two senior civil servants. Verbal feedback was positive.

