Lancashire County Council

Cabinet Committee on Performance Improvement

Thursday, 12th September, 2019 at 2.00 pm 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 6th June 2019   (Pages 1 - 6)

4.   Improvement in Occupational Therapy Performance and Disabled Facilities Grant Activity   (Pages 7 - 16)

5.   Quarterly Corporate Performance Monitoring Report – Quarter 1 2019/20   (Pages 17 - 30)

6.   Corporate Risk and Opportunity Register Quarter 2 Update   (Pages 31 - 48)

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.

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8.   Date of Next Meeting

The next meeting of the Cabinet Committee on
Performance Improvement will be held at 2pm on
Tuesday 15th October 2019 in Committee Room B –
The Diamond Jubilee Room, County Hall, Preston.

L Sales
Director of Corporate Services

County Hall
Preston

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Thursday, 6th June, 2019 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Present:

County Councillor Geoff Driver CBE (Chair)

County Councillors

A Atkinson	P Williamson
C Crompton	P Buckley
M Parkinson	G Gooch
D O'Toole	S Turner

1.   Apologies for Absence

Apologies were received from County Councillor Iddon.

County Councillor O'Toole replaced County Councillor Green.

2.   Disclosure of Pecuniary and Non-Pecuniary Interests

No pecuniary or non-pecuniary interests were disclosed.

3.   Minutes of the Meeting held on 26th February 2019

Resolved: That the minutes of the meeting held on 26 February 2019 be confirmed and signed by the Chair.

4.   Withdrawal from the European Union - Lancashire County Council Preparations

Alan Wilton, Head of Service – Health, Safety and Resilience, gave a presentation on Withdrawal from the European Union – Lancashire County Council Preparations.

It was reported that, since January 2019, the county council had been actively making preparations/gathering necessary information, should the UK leave the European Union with no deal. A range of in-house and multi agency meetings, teleconferences and reporting had been put in place and details of these were provided to the Cabinet Committee. A Lancashire County Council Brexit Group had been established to have an overview of this activity, comprising officers representing services in relation to Regulation, Economy, Communities, Supplies and People. However, following the agreement to extend Article 50 and the UK's

membership of the EU until 31 October 2019, most of the reporting had been suspended with expected re-activation in September 2019.

Details of the key Lancashire County Council outcomes were provided to the Cabinet Committee. The Cabinet Committee noted that Lancashire was well-placed for a 'no deal' scenario, due to the work which had been carried out and the information sharing that had taken place. In addition, county council services were not reporting any major specific issues which could overly affect delivery of services to residents.

Alan Wilton answered questions from Members on the presentation.

It was reported that the Lancashire County Council Brexit Group would continue to meet monthly and would link back into the regional and national reporting structures and meetings once these resumed.

Resolved: That the Cabinet Committee on Performance Improvement note the presentation on Lancashire County Council's preparations for withdrawn from the European Union.

5.   Adult Social Care Survey 2017-18

Tony Pounder, Director of Adult Services, presented a report on the Adult Social Care Survey 2017-18. This was a national survey that had been used to collect the view of adult social care service users since 2010/11.

It was reported that the main purpose of the survey was to provide assured, benchmarked local data to support local decision making in a challenging financial climate. The survey provided an overall quality of life index and intelligence, to identify if different types of service users experienced different outcomes, and whether services were meeting service users' needs.

A stratified random sample of 1,164 people had been selected from the eligible population, who were adult social care users in receipt of long term support services, fully or partially funded or managed by the local authority, following a full assessment of need.

The four strata were:

Learning disabilities – all ages
Non learning disabilities aged 18-64
Non learning disabilities aged 65+ in residential and nursing care
Non learning disabilities aged 65+ receiving community based services

Service users were asked questions in relation to the following:

- Overall satisfaction with care and support
- Having choice over care and support

- Social care related quality of life
- How easy/difficult it was to find information and advice about support, services or benefits
- Health
- Doing things for themselves
- Getting around in their local area
- Type of help and support received
- Suitability of home
- Demographics

Lancashire's scores for the following Adult Social Care Outcomes Framework indicators were provided in the report:

- (1A) Social Care - related quality of life
- (1B) The proportion of people who use services who have control over their daily Life
- (1I part 1) service users - Proportion of people who use services and their carers, who reported that they had as much social contact as they would like
- (1J) Adjusted Social care-related quality of life – impact of Adult Social Care services
- (3A) Overall satisfaction of people who use service with their care and support
- (3D1) The proportion of people who use services and carers who find it easy to find information about services
- (4A) The proportion of people who use services who feel safe
- (4B) The proportion of people who use services who say that those services have made them feel safe and secure

A year on year comparison in Lancashire from 2015/16 was provided, and the Committee noted that there had been a statistically significant increase in the proportion of people who use services who felt safe (76% in 2017/18 and 70% in 2016/17).

Details of Lancashire's scores compared to other North West councils were provided, along with comparisons to the 15 other councils in the Lancashire peer group.

It was reported that Lancashire's results were very similar to all the North West authorities and that significant improvements in some areas had been seen compared to the previous year.

Tony Pounder answered questions from Members on the survey.

County Councillor Driver wished to place on record his thanks to all officers involved with the survey for all their hard work.

Resolved: That the Cabinet Committee on Performance Improvement note:

(i) The report's summary and findings from the Adult Social Care Survey 2017-18 contained in the Executive Summary of Appendix 'A'.

(ii) That the 2017/18 survey results are statistically very similar to those of the previous two years but with a statistically significant improvement in the numbers of people who use services who say they feel safe.

(iii) That Lancashire's survey results are statistically broadly comparable to those of other North West Councils and of other County Councils.

6. **Quarterly Corporate Performance Monitoring Report – Quarter 4 2018/19**

A report was presented by Michael Walder, Senior Business Intelligence Manager, providing an overview of performance activity across the Council for quarter 4 of 2018/19 and, where appropriate/available, compared 2018/19 year-end performance with 2017/18.

Education and Children's Services

It was reported that the timeliness of undertaking children's social care assessments had improved in quarter 4. However, assessments completed during 2018/19 that had taken over 45 days to complete was still higher than all comparator averages, although this had been an improvement on the previous year. The number and rate of children looked after continued to increase. County Councillor Williamson reported that there were different reasons for different parts of the county for this, and confirmed that plans were in place to address these issues including the setting up of monthly, locally based panels to find children/young people permanent placements.

Quarter 4 had recorded an increase in the average time taken between a child entering care and moving in with their adoptive family. However, Lancashire's figure was better than the latest national average figure.

There were more first time entrants to the youth justice system in Lancashire for the last reported period, although the Lancashire rate remained lower than that nationally and regionally.

It was reported that attainment had improved amongst pupils at Key Stages 2 and 4 in 2017/18. Although the percentage of absence levels in primary, secondary and special schools had gone up slightly, the Committee noted that this was still better than the England average. In relation to exclusions, it was reported that these were being monitored termly by Education and Children's Services.

Growth, Environment, Transport and Community Services

There had been an improvement in the average number of working days to repair a Lancashire County Council street lighting fault (including traffic management) compared to last year. However, the time taken to repair some highway defects was above the number of days targeted. It was noted that the countywide traffic management contract was now underway, which should increase the number of contractors available to provide traffic management, thus improving the response time. The issues with the Highways Asset Management System seemed to have now been resolved.

Where problems had been reported with specific roads, County Councillor Parkinson queried whether checks were carried out to see if the roads were still under the 5 year guarantee. Michael White, Highway Regulation Manager confirmed that this was tracked by the Asset Team.

Visitor numbers to libraries and museums, in addition to e-book downloads and library public issues had increased in quarter 4 of 2018/19, in line with expected seasonal trends.

Adult Services and Public Health

It was reported that the proportion of adults receiving direct payments had increased again and that Lancashire was higher than the national average. High numbers of people were receiving reablement and effectiveness was high. The Committee noted that waiting lists in adult social care were improving, especially for those waiting for Occupational Therapy assessments, and that there had been an increase in the quality rating of Lancashire care homes and community care services.

However, concern remained about the level of residential admissions for older people. Admissions across the North West were generally significantly higher than the national average and the Committee noted the various actions that had been put in place to address this. In addition, delayed transfers of care from hospital (delayed days) had increased in 2019; Lancashire was no longer achieving our targets and investigations were underway as to why this was the case. A wide ranging action plan to help address this issue had been produced, which had been shared with the Cabinet Member for Adult Services, County Councillor Gooch. In addition, Louise Taylor, Executive Director of Adult Services and Health and Wellbeing was in contact with the Hospital Trust on this matter. Councillor Driver suggested that this issue be referred onto the Health and Wellbeing Board.

Tony Pounder, Director of Adult Services, informed the Cabinet Committee that a report would be brought to the next meeting on improvements in Occupational Therapy waiting lists and improvements in Disabled Facilities Grants performance.

County Councillor Driver requested that, for future reports, all columns for the red, amber and green rating be in colour instead of just the column for the current quarter.

Resolved: That the Cabinet Committee on Performance Improvement note the reported performance for Quarter 4 of 2018/19.

7. Corporate Risk and Opportunity Register Quarter 1 2019/20

A report was presented by Paul Bond, Head of Legal and Democratic Services, providing an updated (Quarter 1) Corporate Risk and Opportunity Register for the Cabinet Committee to consider and comment upon.

It was reported that Corporate Management Team had completed the annual review of the register and that it had now been updated to reflect changing priorities and was aligned to the Annual Governance Statement. The register had been presented to the Audit, Risk and Governance Committee on 20 May 2019.

There were a number of key changes and updates to the Corporate Risk and Opportunity Register detailed in the report, which Paul provided a summary of to the Cabinet Committee.

Resolved: That the Cabinet Committee on Performance Improvement note the updated Corporate Risk and Opportunity Register.

8. Urgent Business

There were no items of Urgent Business.

9. Date of Next Meeting

The next meeting of the Cabinet Committee on Performance Improvement would be held at 2.00pm on Thursday 12th September 2019 in Committee Room B – The Diamond Jubilee Room, County Hall, Preston.

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Director of Corporate Services

County Hall
Preston

Cabinet Committee on Performance Improvement
Meeting to be held on Thursday, 12 September 2019

Report of the Head of Service, Social Care Service (Health)

Part I

Electoral Divisions affected:
All Divisions

Improvement in Occupational Therapy Performance and Disabled Facilities Grant Activity

Contact for further information:
Sue Lott, Head of Service, Social Care Service (Health)
sue.lott@lancashire.gov.uk

Executive Summary

This report details the development of the Occupational Therapy service within Adult Social Care at Lancashire County Council, and demonstrates the improvements seen in timeliness of assessments and the increase in Disabled Facilities Grants recommendations over recent years. The report also demonstrates the positive benefits of Occupational Therapy in adult social care, and innovation possibilities for the future.

Recommendation

The Cabinet Committee on Performance Improvement is asked to note the report and the improvements seen in the performance of the Occupational Therapy Service.

Background

Prior to 2008, the NHS in Lancashire delivered all moving and handling, and equipment and adaptations assessments in behalf of the Council. The decision was then taken to trial bringing the service back in-house. This was completed in 2013 with both the Central Lancashire and the North Lancashire Occupational Therapy services being delivered by Lancashire County Council, and a partnership arrangement remaining in East Lancashire with the NHS under 'Section 75' arrangements, whereby the NHS complete up to 100 Occupational Therapy assessments per month on behalf of Adult Social Care.

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Occupational Therapists take a whole-person approach to both mental and physical health and wellbeing of people, enabling individuals to live as independently as possible. This includes working with people to use new or better techniques for the task they need to undertake, and/or by adapting their home environment through the provision of equipment or adaptations.

There were 20 full time equivalent Occupational Therapist posts across County within Adult Social Care in 2014. The existing waiting lists for assessments had also been transferred into the county council from the NHS, and work was undertaken to start to reduce these with varying degrees of success; the challenges in part, due to capacity.

Within the Passport to Independence transformation programme in Adult Social Care, the redesign of the Reablement service put Occupational Therapy at the heart of its leadership in 2016. At the same time, the new Improved Better Care Fund monies offered the opportunity to enhance the overall Occupational Therapy establishment to better match demand. The number of Occupational Therapists was increased from 20 to 40 full time equivalent posts within Adult Social Care. 10 Occupational Therapists posts were sited in Reablement, and 30 in the Community Occupational Therapy service. Although this report touches on the Reablement service, in the main it concentrates on the remit of the work within the community Occupational Therapy service.

In addition to the Occupational Therapists in post across Adult Social Care, the decision was made some years ago to expand the number of staff who could assess for and commission community equipment. Using a Trusted Assessment and competency based framework, all Social Care Support Officers have been trained to assess for lower level less complex equipment items (i.e. mostly items contained in the 'Retail Model' such as grab rails and raised toilet seats), and give people a 'prescription' which they can use at any number of local retailers, usually specific mobility retailers, but also a number of pharmacies across the County.

Community Occupational Therapy Service

Through Passport to Independence, dedicated Occupational Therapy leadership was created in the form of a County Occupational Therapy Manager; this was important for the profile of the service, and in ensuring that the professional registration and continuing professional development requirements of the service are met, alongside a lead for Occupational Therapy practice and performance.

The improvements in the practice and processes the teams operate to, are evident in the performance now seen from the service. High quality outcomes remain a key priority, and this is borne out in the 2018/19 feedback data relating to the service of 25 complaints and 195 compliments, a ratio of almost 1:8.

Timeliness of Occupational Therapy Assessment

Although work on the Occupational Therapy waiting lists had been undertaken with the teams several times since they transferred across from the NHS, the inconsistency of leadership within social care for the Occupational Therapists across

the years prior to 2017/18, meant that short term focus gained results but that these were not maintained.

The following graph shows the significant improvement in timeliness of assessment from March 2018 onwards, with the number of people awaiting assessment across County standing at 1363 at March 2018 and, through the focussed work undertaken, reducing to 497 as at 5th August 2019. This work is continuing with the aim of the service reaching their 'business as usual' target to see everyone within 28 days of referral.
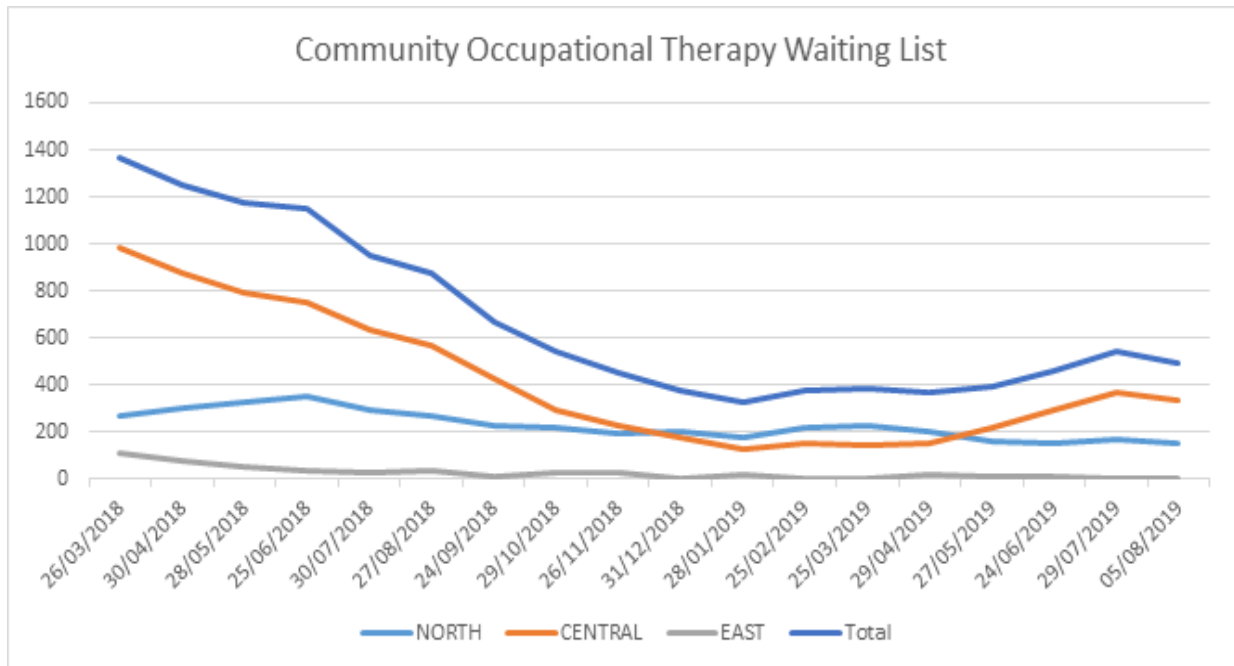
Where a referral is categorised as a high priority, the Occupational Therapy service is now able to see people on average within 7 days. In order to achieve the performance seen so far around the reduction in waiting times and in the number of people awaiting assessment, a robust action plan was produced in 2018 which set out new screening processes to be followed, data cleansing of the waiting lists, recruitment to new posts and initially some additional overtime hours for defined numbers of assessments.

The implementation of the action plan saw a rapid reduction in people awaiting assessment, plus a significant change in the timeliness of assessments. Significantly increased numbers of people are now seen within 28 days, with the service working hard to achieve all people being seen with this timescale as a business as usual Key Performance Indicator.

The current performance relating to the longest waiting time to be assessed by a Lancashire County Council Occupational Therapist is shown in the table below:

Area	Longest Wait (as at 5th August 2019)
North Lancashire	13 weeks
Central Lancashire	15 weeks
East Lancashire (this relates to those people referred to and assessed by a county council Occupational Therapist only, not those referrals sent to the NHS as part of the section 75 agreement)	1 week

The current performance is a significant improvement on the average waiting times of just over 12 months seen at March 2018.

Community Equipment Activity and Spend

The provision of equipment to support people to live as independently as possible, is one possible outcome of both an Occupational Therapy assessment, and of a Social Care Support Officer assessment. Occupational Therapists and Physiotherapists working for the NHS also provide community equipment following their assessments.

Community Equipment provision is broadly split into three categories in Lancashire:

- Simple items of equipment that are available for general purchase, and not provided by Health or Social Care as an outcome of an assessment
- 'Retail Model' equipment that is provided via a prescription (and is also available for general purchase) following an assessment by Occupational Therapists, Social Care Support Officers or Physiotherapists
- Complex equipment that is provided on a 'loan' basis to people following assessment by an Occupational Therapist or Physiotherapist. The equipment is provided via an organisation called MedEquip who have the contract across health and social care for Lancashire.

Retail Model Equipment

The Retail Model has been operating in Lancashire for nearly 10 years, and sees a large amount of activity which gives service users more choice and flexibility around the equipment recommended to them. There is a defined list of equipment that is agreed across health and social care and which follows the national model.

Following assessment, the individual receives a prescription which can be redeemed via a number of participating retailers across Lancashire. They have the option to receive the standard equipment specification funded by either Lancashire County Council or the NHS (dependent upon the item) or if they wish they can pay a 'top up' amount on top of the value of the prescription to buy the same piece of equipment but a model that more suits their own lifestyle and home environment.

The average annual spend by Lancashire County Council for social care community equipment contained with the Retail Model is £2.03m. The high volume items tend to

be items such as perching stools, raised toilet seats, commodes and toilet frames, and grab rails.

<u>Complex Community Equipment</u>

Many larger items of community equipment such as hoists, specialist chairs or beds are loaned to service users across Lancashire for as long as they need them. Once items are no longer required, they are returned to MedEquip, specially cleaned, decontaminated and refurbished as appropriate and loaned to the next person assessed as requiring this type of equipment.

These items of equipment, used to support people with more complex moving and handling needs are assessed for by Occupational Therapists and Physiotherapists, with all items categorised with regard to whether they are funded by the NHS or social care.

Lancashire County Council currently spends around £1.3m per year on complex equipment to support people to live as independently as possible, and to ensure that they are moved and handled in a way that is safe and least restrictive.

Minor Adaptations

Minor adaptations are small scale adaptations to peoples' home environment that enable them to move around and outside their home as independently as they can.

For example, external rails outside peoples' doors, or additional bannister rails to support people to climb the stairs without the assistance of a carer (or to make it safer if the person is being assisted), or small ramps to replace steps would fall into this category.

Minor adaptations are adaptations under £1000, that fall into the remit of Adult Social Care rather than larger adaptations which would fall into the scope of the Disabled Facilities Grant, which is administered by the District Councils.

Currently Home Improvement Agencies deliver this element of our statutory work across all the district areas. The 2018/19 spend on minor adaptations was £1.025m rising from £956,369 in 2017/18, with the highest volume adaptation being internal rails.

A recent piece of innovation work has been undertaken with the Home Improvement Agencies, to enable them to undertake a 'trusted assessment' where they are visiting people either as part of their home improvement work or for a commissioned minor adaptation. If during the visit they identify that an additional piece of equipment is required within a defined list, they are able to issue and fit this which avoids the need for these cases to be referred into the Occupational Therapy service for further assessment, thereby reducing delays for the customer.

The county's Disabled Facilities Grant group has defined the thresholds where minor adaptations stop and Disabled Facilities Grants start. This has not only resulted in a more consistent approach across the county and clear compliance with the Care Act,

but reduces both Occupational Therapists and their managers time in processing 'exception' cases.

Disabled Facilities Grant

The Disabled Facilities Grant is allocated each year to Lancashire County Council as the upper tier authority. It is passported through to the District Councils in line with their nationally defined individual allocations.

The Disabled Facilities Grant is a means tested grant to install adaptations such as ramps, wet rooms or other changes to the person's home environment to enable disabled adults to live as independently as possible. (Disabled Facilities Grant is also available to children, but this report concentrates on adults aged 18 and above).

The process for accessing a Disabled Facilities Grant is via an Occupational Therapist assessment, who will make a recommendation to the District Council for a Disabled Facilities Grant adaptation to take place. The District Council will undertake the means test, and if eligible, schedule the works in with the individual.

Some years ago, due to the staffing capacity within the Occupational Therapy service, lower numbers of recommendations were being made for Disabled Facilities Grant, and some District Councils reported that they were struggling to spend their allocation across the year. Due to the longer wait times for an assessment from an Occupational Therapist, people were therefore waiting much longer than would be wanted for an adaptation to take place.

As the Occupational Therapy service has worked through the waiting list and is now in a much better performing position, it can be seen in the table below that the numbers of Disabled Facilities Grant recommendations sent to the Districts each year has improved significantly, moving from just 812 in 2014/15 to 2814 in 2018/19. The volume of 886 recommended so far in 2019/20 already surpasses the full year total of 2014/15.

Referral Numbers for Disabled Facilities Grants:

	Central (Preston, Chorley, South Ribble, West Lancs)	East (Burnley, Pendle, Rossendale, Hyndburn & Ribble Valley)	North (Lancaster, Morecambe, Fylde, Wyre)	Area Not Recorded	Total DFG referrals
2014/2015	262	334	196	20	**812**
2015/2016	518	590	510	37	**1655**
2016/2017	720	570	531	53	**1874**
2017/2018	758	678	742	51	**2229**
2018/2019	1299	768	687	60	**2814**
2019/2020 (to 5/8/19)	291	242	328	25	**886**

The higher numbers of referrals from the Lancashire County Council Occupational Therapists have contributed to significant increases in the actual numbers of Disabled Facilities Grants completed by the Lancashire district councils as shown in the table below:

Disabled Facilities Grants completed:

Lancashire 12 Districts	DFGs Completed
2016/17	1711
2017/18	2117
2018/19	2608

Some of the Districts have accumulated carry forwards in their Disabled Facilities Grant monies, which offers opportunities for flexibilities in application of the Grant. In addition social care capital schemes have been identified in two of the districts, which are being considered for support.

New Initiatives and Possibilities

There are many new initiatives in place both within adult social care and in collaboration with the District Councils to broaden access to Disabled Facilities Grant within the regulations, reduce hand-offs between services, avoid delays and increase peoples' independence and choice. These include:

➢ Within the Lancashire County Council Moving with Dignity project the Single Handed Care Team have now commenced, undertaking assessments with people who are identified for more than one carer per visit, with a view to reducing the number of carers through innovative use of the latest equipment and most up to date moving and handling techniques. Enabling people to become more independent this also releases care capacity back into the market alongside being a more cost effective way of delivering care and support.

➢ To support the more timely recommendation of Disabled Facilities Grant to the District Councils, new 'fast track' procedures are being trialled around some standard adaptations such as wet rooms, whereby an Occupational Therapy assessment is not needed if a Social Care Support Officer has undertaken a recent assessment and all the relevant information is included. These are sent directly through to the Districts, who contact an Occupational Therapist if there are any issues.

➢ District Councils and Lancashire County Council's Occupational Therapy services have agreed a joint Disabled Facilities Grant prioritisation criteria with the emphasis on reducing acute hospital admissions and facilitating discharge

➢ District Councils have agreed to the expansion of provision of Disabled Facilities Grant items, resulting in a consistent set of equipment and items that are provided across the County. For example ceiling track hoists and wash dry toilets are now provided via Disabled Facilities Grants across all districts, representing a cost saving to Social Care and could help to facilitate initiatives such as Single Handed Care.

➢ In keeping with current good practice guidance, wider use of Disabled Facilities Grant discretionary grants has been discussed and promoted through the county Disabled Facilities Grant group. Eight districts now have discretionary grants, these are required to address local need and typically remove means testing for low value grants plus the raising of the upper limit above £30,000 for high value

grants, in circumstances where it is necessary. This helps people get the support they need more quickly and reduces cost pressures on other parts of the system. In addition, fewer people drop out of the system for financial reasons.

➢ An event is being planned in the near future bringing together Lancashire County Council, District Councils and other partners, to look at best practice and innovation in the use of the Disabled Facilities Grants elsewhere and explore the possibilities and benefits for the people of Lancashire.

Conclusion

It can be seen that there has been significant improvement in the performance of the Occupational Therapy service in terms of more timely assessments, improved wait times, and in people getting more timely access to both community equipment and Disabled Facilities Grant adaptations that make a difference to their independence and quality of life. This is a result of a combination of factors:

- significant investment to increase the number of qualified Occupational Therapists employed by the council;
- increased leadership capacity within the Occupational Therapy service;
- improvements in productivity and business processes;
- improvements in partnership working with district councils, private sector equipment providers and the NHS.

The work underway to grip and achieve the performance improvement so far will continue, ensuring that people are seen in a timely way, and high quality outcomes are realised for people that support their optimum independence, choice and control.

Occupational Therapists have a key role in adult social care, in maximising peoples' independence and reducing their need for formal support, and further opportunities to focus their skills in the right place during peoples' contact with social care will continue to be explored.

In addition, there is also potential for wider innovation and collaborative work with District Councils and other partners to explore the possibilities around the use of Disabled Facilities Grants to further benefit the people of Lancashire.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

There are no key risks to outline for noting.

List of Background Papers

Paper	Date	Contact/Tel

None

Reason for inclusion in Part II, if appropriate

N/A

Cabinet Committee on Performance Improvement
Meeting to be held on Thursday, 12 September 2019, 2pm

Report of the Chief Executive

Part I

Electoral Division affected: All

Quarterly Corporate Performance Monitoring Report – Quarter 1 2019/20

Contact for further information:
Michael Walder, 01772 533637, Business Intelligence,
Michael.Walder@lancashire.gov.uk

Executive Summary

This Corporate Performance Monitoring Report provides an overview of performance activity across the Council for quarter 1 of 2019/20 and where appropriate/available, compares performance against previous quarters and with performance nationally.

Highlights:
- Timeliness of undertaking children's social care assessments in quarter 1 remained at the improved level achieved in quarter 4. Assessments completed taking over 45 days is currently lower than all the comparator averages for the past 2 quarters.
- Following a recent joint inspection of Lancashire youth offending services, our Youth Offending Team was rated as Good.
- Children and Family Wellbeing payment by results claims submitted to the Ministry for Housing, Communities and Local Government regarding supporting families achieved the target of 5,370 families by June 2019.
- There is a further increase in the proportion of adult social care service users receiving direct payments, which keeps Lancashire higher than the national average.
- Over 95% of adult social work assessments were completed within 4 weeks.
- Delayed transfers of care from hospital have improved considerably in Quarter 1.
- The percentages of care homes and community care services in Lancashire rated good or outstanding match or exceed the NW and England averages.
- The average time taken to repair highway street lighting faults decreased.

However:
- The latest child protection plan rate (57.0 per 10,000) is the highest it's been since February 2017.
- The time taken to repair some highway defects is above the number of days targeted.

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- Lancashire's rate of older people admitted to residential care is considerably higher than the national average.

Recommendation

The Cabinet Committee on Performance Improvement is asked to comment on and note the reported performance for quarter 1 of 2019/20.

Performance Summary
Education and Children's Services

Key for performance:

On track/good	Slightly below desired level	Requires improvement

Children's Social Care

Performance Measure	Good is High or Low	2017/18	Q2 18/19	Q3 18/19	Q4 18/19	2018/19	Q1 19/20	England Average
Number and rate (per 10k) of referrals during the year	L	10,337/ 419.4	2,605/ 105.1	2,482/ 100.0	3,198/ 129.0	11,662/ 471.1	2,757/ 111.2	552.5
Number and percentage of referrals that are re-referrals during the year	L	1,937/ 19.0%	568/ 21.8%	511/ 20.5%	628/ 19.6%	2,367/ 20.2%	574/ 20.8%	21.9%
Percentage of assessments completed during the year which took over 45 days	L	25.0%	26.6%	25.0%	15.3%	22.3%	15.4%	17.3%
Number and rate (per 10k) of children with a Children in Need Plan (snapshot at period end)	L	1,660/67.2	1,754/ 70.7	1,720/ 69.4	1,799/ 72.5	-	1,793/ 71.9	-
Number and rate (per 10k) of children with a child protection plan (snapshot at period end)	L	1,243/50.4	1,351/ 54.5	1,329/ 53.6	1,382/ 55.8	-	1,412/ 57.0	45.3
Percentage of children with a repeat child protection plan over last 12 months (snapshot at period end)	L	6.2%	6.0%	6.7%	7.5%	-	7.5%	-
Rate of Children Looked After (CLA) number/per 10,000 (snapshot at period end)	L	1,968/79.7	2,053/ 82.8	2,083/ 84.0	2,128/ 85.9	-	2,096/ 84.6	64.0

Performance Measure	Good is High or Low	2017/18	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	Q1 19/20	England Average
Percentage of CLA in 3 or more placements over last 12 months (snapshot at period end)	L	7.9%	9.8%	9.2%	8.8%	-	8.4%	10%
Percentage of staff on Assessed and Supported Year in Employment (ASYE) (snapshot at period end)	L	27.2%	29%	30.5%	27.9%	-	27.0%	-
Percentage of staff who are experienced social workers (3+ years) (snapshot at period end)	H	26.0%	30.0%	35.9%	33.7%	-	37.9%	-
Average caseload per social worker (snapshot at period end)	L	22.0	20.0	19.8	22.3	-	19.9	-

During quarter 1 2019/20, the referral rate (111.2 per 10,000) reduced when comparing to the previous quarter (129.0), with the re-referral rate (20.8%) remaining stable and still below the England average (21.9%).

The latest rate of children with child protection plans (57.0 per 10,000) and the looked after children rate (84.6) remains significantly higher than the comparators. The latest child protection plan rate is the highest it's been since February 2017 when it was 61.9 per 10,000.

The bid to the Department for Education to support our move to a family safeguarding model is predicted to address the issue high levels of children in care and those on child protection plans following a planned and supportive model, whilst managing risk.

Workforce figures remained good at the end of quarter one. Average caseloads have reduced. Of the social worker workforce, Assessed and Supported Year in Employment made up 27% and experienced staff 37.9%. The experienced workforce figures are an improvement from quarter one of 2018/19 (31.9%).

Around 15.4% of assessments completed during quarter one of 2019/20 took over 45 days to complete which is now lower than all the comparator averages (national 17.3% and regional 16.3%) for the second quarter in succession.

Adoptions

Performance Measure	Good is High or Low	2017/18	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	Q1 19/20	England Average
Average time between a child entering care and moving in with their adoptive family, for children who have been adopted (days)	L	428	557	372	395	429	546	520 (2014-17)

Days between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)	L	157	218	136	90	169	204	220 (2014-17)

Quarter 1 of 2019/20 recorded a significant increase in the average time between a child entering care and moving in with their adoptive family (3 adoption cases which concluded in Q1 have taken over a 1000 days each). However the current rolling year figure for July 2018 to June 2019 is 478 days which is better than the latest national average figure (520 days). 68 children were placed for adoption during 2018/19, which is a reduction compared to 2017/18 (86).

Youth Offending Team

Performance Measure	Good is High or Low	Previous Period	Latest Available	England Average
Rate per 100,000 local youth of first time entrants to youth justice system	L	207 (Oct 17 - Sept 18)	191 (Jan 18 - Dec 18)	238 (Jan 18 - Dec 18)
% of Young People reoffending	L	45.5% (Jan 17 - Mar 17)	43.0% (Apr 17 - Jun 17)	38.1% (Apr 17 - Jun 17)

There were less first time entrants to the youth justice system in Lancashire for the last reported period and the Lancashire rate remains lower than the national and regional rates. Lancashire remained in the second quartile nationally against this indicator. Lancashire youth re-offending levels have also improved but remain higher than the national and regional rates. Lancashire remained in the third quartile nationally against this indicator.

In addition, following a recent joint inspection of youth offending services in Lancashire (fieldwork started in April with the report published in July), Lancashire Youth Offending Team was rated as Good. The full inspection report is available at: https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/lancashireyot/

School Improvement

Performance Measure	Good is High or Low	Previous Period	Latest Available	England Average
% permanent exclusion levels in primary, secondary, and special schools	L	0.21% (2016/17)	0.19% (2017/18)	0.10%
% fixed period exclusion levels in primary, secondary, and special schools	H	4.42% (2016/17)	4.36% (2017/18)	5.08%
% Education settings rated Good/Outstanding	H	90.3% (June 18)	89.8% (Jun 19)	86.0% (Jun 19)

Statistics published by the Department for Education for 2017/18 shows an improvement in the proportion of permanent and fixed term exclusions in Lancashire schools. However the permanent exclusion rate (0.19%) remained higher than the national (0.10%), regional (0.13%) and statistical neighbours (0.11%) averages. Lancashire was positioned in the bottom quartile and ranked 139 of 152 authorities against this indicator. The fixed term exclusion rate (4.36%) remained lower than the

national (5.08%), regional (4.69%) and statistical neighbours (5.92%) averages. Lancashire was positioned in the second quartile and ranked 63 of 152 authorities against this indicator.

The number of schools judged to be good or better has consistently been above the national average in recent years (567 out of 631 total settings). Settings include Nursery, Primary, Secondary, Special Schools and Pupil Referral Units.

Children and Family Wellbeing service

Children & Family Wellbeing service							
	Good is High or Low	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19 (rolling figures)	Q1 2019/20	England Average
- Number of families attached to the programme	H	10,169	12,498	14,164	14,949	18,095	n/a
- Payment by results claims (submitted to the Department for Communities and Local Government	H	2,409	2,740	3,158	4,113	5,370	n/a

From quarter 1 of 2019/20, the Children and Family Wellbeing service became part of Education and Children's Services.

Payment by Results claims are submitted to the Ministry for Housing, Communities and Local Government on a quarterly basis during the specified claim window period.

The June claim window closure had a target of 5,370 payment by results claims, which required the team to successfully validate 1,257 claims during the 3 month period. Through a clearly defined plan combined with significant effort and hard work, the target was achieved.

The team has now turned its attention to the September claim window target of 6,620 payment by results claims (cumulative total).

Libraries and museums

Performance Measure	Good is High or Low	2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20
Libraries and museums						
Number of visits to libraries each quarter	H	3,629,830	924,536	877,167	928,172	871,039
Number of visits to museums each month	H	176,781	59,032	23,140	17,316	35,418
Number of E-Book downloads each month	H	255,572	64,857	64,779	67,277	72,229
Number of library public issues each month	H	3,690,562	967,543	873,920	902,851	888,265

Visitor numbers to libraries and library public issues have followed expected seasonal trends in quarter 1 of 2019/20, which normally sees a minor drop off early in the

quarter, at least partly in line with Bank Holiday closings. However, eBook downloads have certainly not demonstrated any such trend and continue to rise.

2018/19 saw a significant fall in museum visitor numbers due to the return of three museums to Lancaster City Council. Additionally, seasonal closures of the Helmshore Museum, Gawthorpe Hall and Queen Street Mill over the winter contributed to this fall, but visitor numbers have been picking up as the spring/summer opening season has got underway.

Growth, Environment, Transport and Community Services

Performance Measure	Good is High or Low	2017/18	Q1 2018/19	Q4 2018/19	Q1 2019/20
Highways					
Safety Carriageway Defects repaired within 4 hours (emergency) target 95%	H	-	-	95.65%	96.67%
Safety Carriageway Defects repaired within 2 working days (urgent) target 95%	H	-	-	94.14%	88.76%
Safety Carriageway Defects repaired within 5 working days (non-urgent) target 90%	H	-	-	81.47%	83.18%
Safety Carriageway Defects repaired within 20 working days (non-urgent) target 90%	H	-	-	96.05%	98.19%
Street lighting					
Average number of working days to repair a LCC street lighting fault (including traffic management) target 5 days	L	7	7.61	6.34	4.79
Waste management					
% of recycling, re-use and composting	H	42%	43%	43% (2018/19 provisional)*	43%
% diversion of municipal waste away from landfill (including recovery)	H	51%	55%	61% (2018/19 provisional)*	66%
Planning applications					
% of minerals and waste planning applications determined within 13 weeks**	H	67%	50%	80% (Q4 18/19)	40%
% of Regulation 3 planning applications determined within 8 weeks**	H	78%	60%	37.5% (Q4 18/19)	56%

* Provisional figure to be approved by Defra in November 2019.
** In relation to no RAG ratings please see commentary for "Planning".

Highway defects

The approved highways defect repair policy was implemented during quarter 2 of 2018/19, meaning that reporting changed in accordance with that policy.

Improvements to traffic management supply are being made which will lead to an improvement in urgent response categories. In addition, an exercise is being carried out within the service to improve the work instruction process and job completed process within highways and street lighting. This will also remove back log records, some of which result in delayed job sign-off times.

The figures show some improvement as we bear the fruits of the measures previously introduced, including improved communications between inspectors, the contact centre and the local teams, improvements in housekeeping within the recording system and pre-booking of traffic management when possible. The 2 day urgent and 5 day defects remains an area of concern; improvement will be seen in this area once the amendments to the risk matrix filter through from July 2019 figure.

Street lighting

The figures have improved this quarter due to lantern availability and replacement following the start of the Salix Light Emitting Diode (LED) replacement programme.

As background, the combination of changes to inspections, routine maintenance and public reporting have resulted in changes to the profile of faults resulting in different resourcing requirements. Changes to the resourcing and procurement arrangements have been made to better match this profile e.g. traffic management contracts have been amended to have additional providers available for peaks in faults over the winter period.

Waste management

We are not yet seeing any significant shifts in recycling tonnes collected compared to the 2018/19 out-turn - early indications would suggest seeing an increase of around 1% this year. Doorstep collected green waste is comparable to the tonnage reported in 2018/19 which may suggest that the charging policy is now established across districts, providing us with a more consistent approach in forecasting this waste stream. We continue to see increases at the recycling centres - green waste is up on last year which will be partly due to the district charging for their green waste collections.

In terms of the processing of residual waste at Thornton, the plant continues to be successful in mass loss and landfill diversion. A framework agreement was entered into with Lancashire Waste Recycling Ltd on 1 June 2019, and is on track to produce Refuse Derived Fuel and will divert 60,000 tonnes away from landfill. The company have several new suppliers, maintaining a steady output of process residues to them for the production of Refuse Derived Fuel and Compost Like Output.

Planning

In quarter 1 of 2019/20, a total of 5 County matter applications were determined, of which 2 (40%) were determined within the 13 week decision period. Agreed time extensions were in place for the other 3 applications determined over 13 weeks.

**Agreed time extensions over 13 weeks are often required for large applications so the number (%) determined within this timescale is not RAG rated.

There were 9 applications for Lancashire County Council's own Regulation 3 applications in quarter 1 of 2019/20. 5 (56%) applications were determined within 8 weeks and 4 (44%) outside of this period.

**The 8 week target is a discretionary target used for district schemes but applied to Lancashire County Council's own schemes in the absence of a national target.

Adult Services and Public Health

Note: ASCOF refers to the Adult Social Care Outcomes Framework which is a suite of national performance indicators.

Performance Indicator	Good is: H/L	2017/18 (full year)	Q1 2018/19	2018/19 (full year)	Q1 2019/20	England Average
Adult social care – personalisation						
Adults receiving direct payments (ASCOF) snapshot as at period end	H	25.1%	26.5%	30.4%	31.3%	28.5%
Support for carers						
Carers receiving direct payments for support direct to carer (ASCOF) during the period	H	98.6%	99.4%	99.2%	99.5%	74.1%
Support for people with learning disabilities						
Proportion of adults with learning disabilities who live in their own home or with their family (ASCOF) during the period	H	85.3%	85.1%	84.1%	83.4%	77.2%
Support for people to remain independent						
Permanent admissions to residential and nursing care homes per 100,000 pop aged 18-64 (ASCOF) during the period	L	19.2	19.6	16.5	14.8	14.0
Permanent admissions to residential and nursing care homes per 100,000 pop aged 65+ (ASCOF) during the period	L	728.9	731.7	722.7	709.4	585.6
Number of permanent admissions to residential and nursing care homes pop aged 65+ during the period	L	1,761	1,792	1,770	1,764	-
Waiting times for OT assessments (snapshot number of clients in OT allocation work tray)	L	1,384	1,140	398	466	-
Number of reablement referrals during the period	H	7,392	2,079	7,967	1,871	-
Number of completed reablement support plans during the period	H	6,657	1,851	7,301	2,134	-
Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services (ASCOF) during the period	H	88.1%	88.2%	82.6%	82.0%	82.9%
Timeliness of assessment and support						
Assessments completed within 7 days during the period	H	85.1%	87.6%	86.5%	84.2%	-
Assessments completed within 28 days during the period	H	95.6%	96.1%	95.8%	95.3%	-

Delayed transfers of care from hospital (DToC) – total delayed days due to social care in month as detailed each period	L	1,232 (Mar 18)	1,093 (Jun 18)	1,958 (Mar 19)	1,442 (Jun 19)	-
Quality of services						
Care Quality Commission (CQC) – Care Home ratings good/outstanding snapshot as at period end	H	75.9%	78.8%	83.1%	82.5%	82.5%
CQC Community Care Service ratings snapshot as at period end	H	91.0%	92.8%	94.5%	96.0%	87.0%

Adult social care – personalisation

There is a further increase in the proportion of adult social care service users receiving direct payments, which keeps Lancashire higher than the national average. This increase is primarily due to service users choosing to take direct payments when their home care provision was reviewed, and this improvement should be sustainable. We had anticipated this trend because the continuity of relationships is important to people receiving our services and therefore many would wish to remain with their previous provider. Direct payments allow people to choose their own provider of services, rather than receiving services from a provider commissioned by the Local Authority.

Support for people to remain independent

The focus on maximising people's independence continues to be demonstrated by the number of people who are receiving reablement and its effectiveness. We are now starting to see an improvement too in the decreasing proportion of requests for support from new clients who were then given long term support community based services. However, we are still providing too much ongoing long term support and are not signposting sufficiently to universal services.

There has been a gradual reduction in the number of adults and older people admitted to residential care, but concerns still remain about the medium term level of admissions. This measure includes only those people funded by the local authority. Lower scores will be achieved by local authorities where a high proportion of people are responsible for funding their own residential care, and this will be one factor which helps to explain the considerable regional variation across England. Residential care admission rates across the North West are generally significantly higher than the national average, and this suggests that this is a strategic commissioning challenge the whole North West region must address. We are therefore committed to working with colleagues to bring in additional expertise to address the concerns as part of North West Association of Directors of Adult Social Services Sector Led Improvement work. Lancashire's own admission rate is itself considerably higher than the national average, and so it is a key service challenge for us to address the causes of this high rate and drive sustained improvement by learning from other Councils and from testing different approaches and specific measures. Targets have been set for these improvements over the next 4 years, which will also deliver significant financial savings. However not all the necessary measures are yet in place to ensure improvements are sustainable, and the admission rates may also have some in year seasonal fluctuations that will mask the scale and even the direction of change over the medium to long term.

The number of people waiting for Occupational Therapy assessments shows a slight increase from the 2018/19 year end position, although is significantly improved on the 2018/19 quarter 1 performance. The numbers of service users waiting for an Occupational Therapy assessment has increased by 68 from the end of quarter 4 last year (398 to 466), but has decreased by 674 against the quarter 1 comparable (1140 to 466).

This means waiting times are much lower than in previous years and are well managed and likely to reduce further. All urgent referrals are seen within 7 working days (or less in some cases) and are often associated with hospital discharge, hospital avoidance or end of life care. High priority assessments are now typically completed within 10 weeks, and for other assessments the lengthiest wait is around 16 weeks, although there is some variation across our areas and detailed work is under way to bring all teams to the same standard of performance.

Timeliness of assessments and support

Nearly 96% of social work assessments were completed within 4 weeks and that is the indicator that will reflect the experience of the public.

There are still currently around 1,300 people waiting for older people social work assessments, and this figure is remaining fairly steady and this is much harder to shift sustainably downwards towards the figure of 522, as suggested by Newton Europe within the Passport to Independence calculations. However, a close inspection of the 1299 people waiting as at 5 August 2019 revealed that a greater proportion were already in receipt of a service (727) awaiting a re-assessment rather than a first assessment, and all cases had been screened and temporary services commissioned where appropriate, whereas 572 were new to the service, which is very close to the 522 suggested target.

Waiting lists are influenced partly by front door demand management, and this is an area where we know from a recent Peer Review that we need to improve. In addition, it is also impacted by the consequences of having to manage provider failure and competing operational priorities within other service areas.

Ensuring people have the right response and are able to find appropriate information when they enquire about adult social care is a priority, and a programme of work is underway to improve the options available for people who express a desire for support. The website and the way enquiries are dealt with at the customer services centre are both under review.

Delayed transfers of care from hospital (delayed days) have improved considerably in quarter 1, and Lancashire is now closer to achieving the September 2018 targets, which were published for all authorities as part of the Better Care Fund 2018/19 Operational Guidance. The figures used here are those published by NHS Digital and tend to be higher than reported by our own internal monitoring. Investigations are underway as to why this might be so and there is variable performance across the acute hospital trusts.

Quality of services

Lancashire scores match or exceed both the North West and England averages for the percentage of care homes rated good or outstanding as well as the percentage of community care services rated good or outstanding.

Of the 404 Lancashire care homes rated, 17 are in-house residential services for older people and 76.5% (13) of these were rated good or outstanding and 4 were rated as requires improvement. Of the 404 Lancashire care homes rated, 8 are in-house disability Short Break Services and 100% of these were rated good or outstanding (Lancaster & Morecambe Short Break Service and West Lancashire Short Break Service were both rated outstanding).

The percentage of community care services rated good or outstanding continues to be high and performance is significantly above the national average. Of the total 157 community care services rated, 9 services are in-house disability services (8 domiciliary services and 1 shared lives service) and 100% of these were rated good or outstanding. The Lancashire Shared Lives Service is exceptional in that it is rated as outstanding in all five of the Care Quality Commission assessment domains (safe, effective, caring, responsive and well-led).

Performance Measure	Good is High or Low	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19 (or 2018/19)	Q1 2019/20	England Average
Health Checks							
Number of NHS Health Checks offered to eligible population	H	29,348	26,286	24,517	24,078 (Q4) 104,229 (2018/19)	37,683	-
Number of NHS Health Checks completed	H	11,928	12,827	14,274	13,327 (Q4) 52,266 (2018/19)	13,184	-
% completed of NHS Health Checks offered	H	40.6%	48.8%	58.2%	55.0% (Q4) 50.1% (2018/19)	35.0%	49.1% (Q4 2018/19)
Alcohol							
Percentage of alcohol users that left alcohol treatment successfully who do not re-present to treatment within 6 months	H	54.4% (rolling year July 17 to June 18)	52.1% (rolling year Oct 17 to Sept 18)	52.1% (rolling year Jan to Dec 18)	n/a	*n/a*	37.8%
Drug use							
% of opiate drug users that left drug treatment successfully who do not re-present to treatment within 6 months	H	6.9% (rolling year July 17 to June 18)	6.6% (rolling year Oct 17 to Sept 18)	6.5% (rolling year Jan to Dec 18)	*n/a*	*n/a*	5.9%
% of non-opiate drug users that left drug treatment successfully who do not re-present to treatment within 6 months	H	52.2% (rolling year July 17 to June 18)	51.1% (rolling year Oct 17 to Sept 18)	46.7% (rolling year Jan to Dec 18)	*n/a*	*n/a*	34.8%

Health Checks

Across the lifetime of the NHS Health Check programme, 265,115 of the current eligible population aged 40 – 74 years of 352,052 have had an NHS Health Check which equates to 75.3%. Although the number of invites in quarter 1 of 2019/20 rose dramatically compared to the previous quarter with the largest Clinical Commissioning Group in the county (East Lancashire) inviting 3,000 more than in the same quarter last year, the number taking up appointments and therefore the proportion having a health check of those offered both decreased.

Alcohol

Rolling data for the year from January to December 2018 published in June 2019 showed that the proportion of alcohol users that left alcohol treatment successfully who do not re-present to alcohol treatment within 6 months again decreased compared to the previous quarter and is still considerably higher than that nationally.

Drug use

Rolling data for the year from January to December 2018 published in June 2019 showed that the proportions of both opiate and non-opiate drug users that left drug treatment successfully who did not re-present to treatment within 6 months were lower when compared to the previous quarter; however, they were higher than those nationally.

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

 Paper   Date   Contact/Tel

None

Reason for inclusion in Part II, if appropriate

N/A

Cabinet Committee on Performance Improvement
Meeting to be held on Thursday, 12 September 2019

Report of the Head of Legal and Democratic Services

Part I

Electoral Division affected: All

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

Contact for further information:
Paul Bond, Head of Legal and Democratic Services, 01772 534676
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Executive Summary

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

Recommendation

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

Background and Advice

Following the corporate approach to reporting on risk and opportunity, the quarter 2 Risk and Opportunity Register was reported to Corporate Management Team, following a review of the register. The register has now been updated to show progress against the risks and opportunities and is set out at Appendix 'A'.

A summary of the key updates to the register are set out below.

Corporate risks (CR)

CR1 Reshaping the County Council

This risk replaces the previous risk on delivering the operational plan, and focuses on having the right workforce plans, capacity and skills to ensure we are sufficiently innovative/radical to transform services at the required pace, in order to achieve the scale of change needed to deliver a balanced budget.

Lancashire
County
Council

This has been updated and includes updates and actions in relation to workforce planning, recruitment and building the Lancashire brand.

It also covers further embedding a focus on service delivery though a second phase of the service challenge process. This has been updated to include the work streams.

CR2 - Protect and safeguard children

In June 2019, a Peer Challenge was undertaken with a focus on the Multi Agency Safeguarding Hub and demand management. There has been a further 2.9% increase in the number of children on a Child Protection Plan since the last quarter.

CR3 - Complying with statutory requirements and duties relating to children looked after, children in need and children leaving care

There has been some positive improvement in performance which have included Children Looked After visits within timescale and the number of reviews completed within timescale.

CR4 - Increase in demand, including rise in number of contacts and referrals and an increase in Children Looked After numbers

A bid has been submitted to the Department for Education to secure funding for Family Safeguarding. In June 2019, a Peer Challenge was undertaken with a focus on the Multi Agency Safeguarding Hub and demand management.

CR5 - Recruit and retain experienced staff across the organisation

This risk replaced the risk that focused on Children's services and is now authority wide. It sets out what has and what is being done corporately to both retain and recruit staff.

CR6 - Managing our data well and producing effective management information

Work in this area is on-going. There is an update on the corporate reporting strategy and the outcome of the workshops. Scrutiny committee members have met to look at Key Performance Indicators in the context of the new corporate strategy.

CR7 - Implement/maintain core systems that support the organisation, deliver transformational change and deliver efficiencies, cost reductions and produce effective management information that supports management decision making

For this risk, there are updates on the support work around service challenge and highways.

CR8 - Delivering major projects/schemes on time and within budget

Update on project and programme management for the 2019/20 delivery programme.

CR9 - Delivering a statutory service for children and young people with special educational needs and/or disabilities

Continued positive progress in delivery of the Improvement Plan but with some slippage, clearly highlighted in the Plan, which is monitored through the Partnership Board. Narrative reflects the update presented to Children's Scrutiny Committee.

CR10 - Supporting disadvantaged families to fulfil their potential (Troubled Families Programme)

No change.

CR 11 Future provision of ICT services

A report was presented to August Cabinet.

CR12 - Intermediate care for older people in a residential setting

The Carnall Farrer Review of Intermediate Care concluded with the final report at the end of May 2019. When the report was reviewed at the Better Care Fund Steering Group, it was identified that there were additional benefits to including information from neighbouring authorities.

Corporate Opportunities (CO)

CO1 - Delivering growth and prosperity for the whole of Lancashire

No change.

CO2 - Apprenticeship Levy and Apprentice % in Public Sector

Includes an update on transactional spend.

CO3 – Fair Funding and Business Rate Retention

Update on the business rate retention pilot in Lancashire.

CO4 – Working collaboratively with key health partners

Update on the initial work being undertaken to develop a Lancashire County Council offer to the health economy.

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 and Opportunity Register means the Council would be negligent in its responsibilities for ensuring accountability and the proper conduct of public business.

List of Background Papers

Paper	Date	Contact/Tel

None

Reason for inclusion in Part II, if appropriate

N/A

Corporate Risk & Opportunity Register Q2 2019/20

Risk Identification Number (RIN)	Description	Risk Type	Possible Risk Consequences	Current Controls	Risk Score	Mitigating Actions	Residual Score	Risk Owner	Direction of Travel

CR1	**Reshaping the County Council**
	
	1. Through our People Strategy, ensuring adequate workforce plans, capacity and skills are in place across the organisation
		Organisational	• Inability to deliver a balanced budget post 2022/23
			
			• That the council will not be sufficiently radical or innovative to transform services at the required pace to achieve the scale of change needed over the next 12 months and beyond
			• Change opportunities will be missed that may result in us not meeting the needs of service users or delivering a balanced budget.
			• Lack of buy-in/engagement from staff
			• Managers do not possess the leadership skills required, leading to demotivated staff and poor service delivery
			• The organisation does not have the right people in the right jobs leading to service failure
			• Staff do not know what is expected of them and they do not possess the
				• Service Challenge Board has been established chaired by the Director of Strategy & Performance
				• Financial Monitoring Boards have been established that are each chaired by the relevant Executive Director
				• Programme Office is managing the overall programme of activity
				
				• Vision and Values communicated and plan to further embed
				• Implemented a new recruitment system and building a Lancashire brand. This has:
				   o Improved speed of recruitment
				   o Streamlined processes
				   o Improved flexibility
				   o Established a new career site
				   o Introduced a new on-boarding function
				• Improved the health & wellbeing of our staff & improved attendance at work
				• Reviewed and updated performance Engagement
				• Increased employee engagement opportunities
				• New online DBS system
					20	• Develop a new behavioural framework as the basis from which to drive organisational change
						• Commence development for new Lancashire Induction
						• Continue new suite of leadership and management modules to support development of LCC managers, linked to national occupational standards and apprenticeships
						• Heads of Service developing and implementing action plans in response to results of staff survey
						• Staff Survey 'pulse surveys' to evaluate progress against baseline
						• Cross organisational themes to be assessed and links to People Strategy
						• Development of 'Inspiration matters' short briefings will link to the newly communicated Values to support the embedding in the organisation.
						• Staff identified and enrolling on MSc and MBA via Apprenticeship Levy
						• Continue to embed a healthy workplace
						• Develop a workforce planning framework
						• Implement an enhanced induction offer linked with on-boarding
						• Payroll integration
						• Further develop social media presence
							16 Major/ Likely	Overall Risk Owner is Corporate Management Team (CMT) however there is a lead officer for each work stream	This risk is being monitored by the Service Challenge Board, Financial Monitoring Boards and CMT
									
									Draft People Strategy to be informed by outcome of staff survey

	2. Further embed a focus on service delivery	Organisational	skills to adequately do their job
			• Unable to meet Terms and Conditions savings targets
			• Services become unsustainable and we cannot fulfil our statutory duties
			• Compounds ability to set balanced budget and unable to deliver a balanced budget post 2022/23
			• Insufficient reserves
				• New governance structure established. Phase 1 savings being monitoring by Service Challenge Board and Financial Monitoring Boards
				• Continue to work with staff to develop new options and revisit options
				• Continue to seek out, learn from and adapt services to follow best practice
				• Corporate Management Team have agreed to a second phase of the service challenge process
				• Treasury Management / Investment and Capital Strategy agreed at January Audit, Risk & Governance Committee
						• Develop process for further challenge. This will include:
						  o Further challenge for some phase 1 services based on updated benchmarking data
						   Cross cutting themes. There will be a number of work streams under each crosscutting theme with a named lead
						    ▪ Organisational
						     ▪ Operational design
						     ▪ Terms & conditions
						     ▪ Commissioning
						     ▪ Property
						     ▪ Transport
						    ▪ Finance & Commercial
						     ▪ Schools
						     ▪ Broader commercial activity
						    ▪ Health & Care
						     ▪ Front door
						
						• Business Rate pilot - progress with district council partners - governance arrangements and implementation.
						• Progress further work / analysis of a small number of proposals identified within service challenges but not sufficiently developed to make December Cabinet.
										Service Challenge Phase 2 programme to be completed by Autumn 2019

CR2	Protect and safeguard children	People/Service delivery	• Children are put at risk of harm.
			• High profile safeguarding incidents can attract national media attention and trigger an early inspection by Ofsted and ultimately Department for Education (DfE) intervention
				• The protection and safeguarding of children, and oversight, is at all levels from Chief Executive to front-line managers to ensure there is an accurate understanding of the quality of practice.
				• Clear governance and accountability arrangements are in place via the Getting to Good Board and the six boards which report to it:
				  o Workforce Development Board
				  o Purposeful Practice Board
				  o Multi-Agency Safeguarding Hub (MASH) and Demand Management Board
				  o Permanence and Children In Our Care Board
				  o Data Quality and Performance Board
				  o Children's Partnership Board
				• There are effective partnership arrangements at a strategic and operational level.
				• External reviews of front-line practice is provided by Ofsted, DfE, Local Government Association (LGA) and North West Association of Directors of Children's Services (ADCS) to provide
					12	• In line with revised "Working Together" new multi-agency safeguarding arrangements are being established, to ensure there is a shared responsibility for safeguarding and promoting the welfare of children.
						• Getting to Good Plan is now completed following the Ofsted inspection to ensure continued improvement.
						• In June 2019 a Peer Challenge was undertaken with a focus on Multi Agency Safeguarding Hub (MASH) and demand management.
							12 Major/ possible	Director of Children's Services	Safeguarding arrangements have been strengthened. Ofsted inspection (June 2018) - Inspectors broadly agreed with our self-assessment.
									
									There has been a further 2.9 % increase in the number of children on a Child Protection Plan since the last quarter (Q3 - 1329, Q4 – 1368, Q1 19/20 1407).
									
									The risk remains static, and work continues via the Getting to Good Board, and the six Boards which feed into it.

				external, independent evaluation of the quality of practice.				

CR3	Complying with statutory requirements and duties relating to children looked after, children in need and children leaving care.	People/service delivery	• Local authority is legally and financially liable, and may be subject to judicial review if found in breach of its statutory responsibilities.
			• Further DfE intervention if Ofsted judge Children's Services to be inadequate.
				• The protection and safeguarding of children, and oversight, is at all levels from Chief Executive to front-line managers to ensure there is an accurate understanding of the quality of practice.
				• Clear governance and accountability arrangements are in place via the Getting to Good Board and the six boards which report to it:
				    ○ Workforce Development Board
				    ○ Purposeful Practice Board
				    ○ MASH and Demand Management Board
				    ○ Permanence and Children In Our Care Board
				    ○ Data Quality and Performance Board
				    ○ Children's Partnership Board
				• There are effective partnership arrangements at a strategic and operational level.
				• External reviews of front-line practice is provided by Ofsted, DfE, LGA and North West ADCS to provide external, independent evaluation of the quality of practice.
					16	• The Getting to Good Plan has been produced to address the recommendations from the inspection and progress will be monitored via the Getting to Good Board.
						• Sufficiency strategy: both the Bungalow (complex needs unit) and Slyne Road (Adolescent Support Unit) are now registered with Ofsted. Building work at South Avenue (the crisis unit) is not yet complete.
						• Children's services will be re-inspected in 2019 under the Inspection of Local Authority Children's Services (ILACS) inspection framework. The focus will be on permanence. Preparation for this inspection has commenced and will include an external peer review by the Local Government Association in May/June 2019.
							12 Major/ possible	Director of Children's Services	There has been some positive improvement in performance which have included Children Looked After (CLA) visits within timescale improved (Q4 87%, Q1 88%, CLA Reviews in timescales have improved - (Q3 90%, Q4 91%, Q1 94%).
									
									Some areas for further improvement Care Leavers in employment, education or training (EET) declined slightly - (Q4 92%, Q1 90%) and Care Leavers in suitable accommodation has also deteriorated - (Q4 49%, Q1 46%)
									
									The focus continues to be on a cultural shift from compliance with statutory requirements to improving the quality of practice.
									
									Further work is required to address variability in the quality of practice, to ensure that all children in need receive a consistently good service.

Page 38 is in the left margin (vertical text).

ID	Risk	Category	Consequences	Existing Controls	Score	Further Actions	Score	Owner	Current Position
									The pace of change needs to accelerate as part of our continuing improvement journey from requires improvement to be good. The Getting to Good Plan sets out agreed priorities and timescales.
CR4	Increase in demand, including rise in number of contacts and referrals and an increase in Children Looked After (CLA) numbers	People	• Potential drift and delay - impact on timeliness of assessment, plans and interventions with children & families. • Financial implications.	• Clear governance and accountability arrangements are in place via the Getting to Good Board and the six boards which report to it. The MASH and Demand Management Board and Children in Our Care Board has the main function of monitoring Demand Management and CLA numbers.	16	• Permanence Action Plan has been developed to help reduce the Children Looked After (CLA) numbers. • Sufficiency Strategy includes targets to reduce CLA numbers through prevention of S20 accommodation and children exiting from care. • Successful life chances bid will support children on the edge of care. • Increased use of Family Group Conferencing as a demand management strategy. • Adolescent Support Unit and Outreach Service help to prevent the need for accommodation. • Amendment to pre proceedings protocol, and introduction of permanence protocol guidance and toolkit. • Bid for DfE funding for Family Safeguarding. • In June 2019 a Peer Challenge was undertaken with a focus on MASH and demand management.	16 Major/ Likely	Director of Children's Services	The number of referrals to Children's Social Care has reduced after a large increase the previous quarter. Q4 18/19 - 3198, Q1 19/20 2856, a 10.6% reduction The number of Children Looked After has reduced by 7 since the last quarter (Mar - 2128, June 2121). Average social worker caseloads have decreased in the last quarter, from 22.6 as at the end of Q4 18/19 to 19.8 as at the end of Q1 19/20. The risk is being managed via the Getting to Good Board, and the six Boards which feed into it.
CR5	Recruit and retain experienced staff across the organisation	People/service delivery	• Inability to deliver effective services • Shortage of skilled staff in specific service areas • High caseloads • Increased staff turnover Increased agency spend	• Workforce Group established in Children's Social Care to ensure strong focus on recruitment and retention and workforce development. • Social Work Academy established providing robust induction and continuous professional development for social workers, including newly qualified staff.	16	• A strategic approach is planned to further develop council-wide succession planning requirements, to include the recruitment to 'Hard to fill' posts and reduce the reliance on costly agency staff. This will include career pathways. • Proposals will be presented to Corporate Management Team on reshaping the apprenticeship programme to maximise the apprenticeship levy and support the delivery of the People's Strategy	12 Major/ possible	Director of Corporate Services	Level

				• Lack of succession planning
				• Low morale
				• Negative impact on productivity levels
					• In Children's Social Care Advanced Practitioner posts established to support social workers to aid staff retention.
					• Leadership Academy in Children's Social Care now in place with particular focus on up-skilling first line managers to strengthen leadership of practice.
					• Implemented a new recruitment system and building a Lancashire brand. This has:
					  o Improved speed of recruitment
					  o Streamlined processes
					  o Improved flexibility
					  o Established a new career site
					  o Introduced a new on-boarding function
							• Continue to improve staff engagement through regular pulse surveys
							• Introduce leadership and management module courses
							• Corporate induction programme to be reviewed
							• Develop a more focused graduate offer
							• Improve the health and wellbeing of staff through initiatives such as the 'time to change' programme			

CR6	Managing our data well and producing effective management information	Organisational	• Ineffective collection, collation and input of data
			• Failure to improve quality of data in council systems including those that have already been implemented and those that are being implemented.
			• 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 demand management e.g. around demographics and ageing population profile
			• Ineffective reporting arrangements.
			• Statutory returns will be compromised, so incorrect performance will be reported nationally, with potential for
				• Information Management Strategy.
				• Accuracy Steering Group chaired by Director of Adult Services oversees a programme of work to improve data quality within systems used by Adult Services
				• Data Quality and Performance Group oversees quality of information in systems for children's services
				• Regular provision of management information to staff at all levels across adults and children's services helps to embed ownership of data and improve recording.
				• Use of 'exception reports' which proactively highlights data anomalies and inconsistencies.
				• Development of a Corporate Performance Dashboard is facilitating a council-wide view of all services, which will improve the quality of reported data as anomalies will be highlighted.
				• Performance and Data Quality Group (Children's Services) is a well-established group facilitated by the Practice Improvement Officer. Heat maps have been designed to monitor Annex A data quality.
				• Clear governance structure in place to ensure a continued focus on data quality/accuracy:
				  o Data Quality and Performance Group.
				  o Practice Improvement Meetings (PIMs) looking at performance and data quality.
				  o Children's Portfolio Review Boards have oversight of development of systems
					16	• 'Project Accuracy' for Adults Services focussing on procedures and data quality is progressing. A 'Proof of Concept' project is underway which will quantify the cost and resource needed in order to develop the trackers from core systems.
						This solution will form part of the toolkit for use across the council.
						• Draft Digital Strategy – the developing strategy has a work stream relating to data and developing an information architecture across the core systems.
						• A strategy for Business Intelligence and reporting is being developed and has been presented to Corporate Management Team. Proof of concept is now being developed.
						• Scrutiny Committee work shop has taken place that considered a range of performance measures that will inform the development of a Performance Management Framework
						• All requests to the Business Intelligence team for new reports are made using Redmine and are closely monitored. Requests will be challenged/prioritised and potentially refused in order to provide capacity in the Business Intelligence team to test the core systems at peak periods.
						• A work start has been appointed until 31st December 2019 to support the administration of the consultations and recruitment to the Business Intelligence Analyst post for research and consultation will reduce the impact of the experienced member of staff leaving.
						• CMT and Executive Directors have been alerted that additional resource will be needed to analyse consultation responses with a clear time table for the work.
						• Workshops have taken place with the Business Intelligence Service, BTLS and Core Business Systems to identify and understand how accurate data will assist. The outcome of these workshops will form the basis of requirements for how the council manages reporting in
							12 Major/ possible	CMT	Children's - Regular meetings with Deputy Director Children's Services and Executive Director Escalation via Improvement and Accountability Board.

				negative financial consequences • OFSTED/Care Quality Commission (CQC)/LGA and other external organisations will be using inaccurate information to judge performance. • Service planning and management will be severely compromised. • Potential for incorrect payment of providers, staff etc	o Governance Boards established for Early help Module, Education Health Care (EHC) Plans module and the Education Management System. • A Corporate Reporting Strategy has been developed by Business Intelligence in conjunction with Core Systems and BTLS. This is also featuring as part of the developing Digital Strategy & links to the developing data strategy which is part of the Digital First strategy.		the future. This will be an integral part of the Digital Strategy.			
CR7		Implement /maintain core systems that support the organisation, deliver transformational change and deliver efficiencies, cost reductions and produce effective management information that supports management decision making.	Organisational /Reputational	• Failure to deliver transformational change. Failure to deliver efficiencies and cost reductions. • Failure to produce the information needed to support management decision making. • Lack of management buy-in from service areas to drive forward change. • Failure to ensure that services work to new practices in a consistent way so as to maximise the benefit from investment in new technology. • Ineffective reporting arrangements. Statutory returns will be compromised, so incorrect performance will be reported nationally. • Ineffective working practices and targeting of resources to work priorities.	• Roadmaps have been developed for all key major systems. Governance arrangements in place with full impact assessment carried out for all system changes. • Central co-ordination, control and monitoring in place which assists in performance management of BTLS. Corporate wide approach implemented for all system changes involving services, Learning and Development, Business Intelligence etc. on wider impacts and how system changes are managed into the business. ▪ Service challenge prioritisation has now taken place alongside existing work plans. Services have given their priorities. ▪ Sign off arrangements for roadmaps, including prioritisation of work, are in place. Boards have been established for major system implementations. ▪ Corporate performance information being developed as part of systems implementations though long term reporting tool needs developing and implementing. Joint strategic needs assessment (JSNA) and other needs assessments. Discussed with various management teams on an ongoing basis. Weekly provision of information to operational managers for LCS. ▪ New operating process and procedures developed and implemented to overcome recurring issues/problems - continuous improvement cycle implemented.	16	• Continued monitoring of data within Lancashire Children's Service. • Internal Audit have given Substantial assurance over the effectiveness of controls operating over the Systems Support function within Core Systems. • New system roadmaps developed to provide more control over system changes. Core Systems are continually reviewing request against council priorities and strategies. • Working closely with services, Programme Office and BTLS to firm up the detailed requirements of the service challenges and the resourcing of this additional work. Issues and implications logged at Finance Monitoring Boards (FMBs) and overarching approach has been escalated to CMT for consideration • Monthly meetings with Highways Service continue, with focus on discussing and managing operational issues, with a continuous tracking of issues and timescales for rectifying these. • After comprehensive work with the service and a review by audit, a programme of work has been identified and underway. A Highways Improvement Board has been established which includes a comprehensive training and support plan for the service which has now begun.	12 Major/ possible	Director of Program mes & Project Managem ent	Risk being managed downwards

			• May impact on response times. • OFSTED/CQC/LGA and other external organisations will be using inaccurate information to judge performance. • Service planning and management will be severely compromised. • The activity and changes required to enable delivery of the service challenges presents a risk to delivery of both the necessary changes but importantly the savings.						

CR8	Delivering major projects/schemes on time and within budget	Development & regeneration	• Scheme viability in doubt due to speculative estimating and project management
			• Pressure on capital programme
				• Capital Programme reports to Cabinet
				• Improved approach adopted regarding the deliverability of current and future schemes. These include:
				  o Reporting of cost ranges for new schemes
				  o Routine updating of cost estimates
				  o Inclusion of contingency at industry standards and benchmarks
				• Governance of the capital programme has been strengthened under the auspices of the Capital Board where responsibility for oversight and challenge of cost estimates and capital budgets sits.
				• Restructuring to ensure the service has the resources with the right skill sets
				• Update reports to Audit, Risk & Governance Committee
					16	• Active project and programme management including:
						
						  o Detailed monitoring of the delivery programme through 2019/20 to ensure slippage is reported in a timely manner and a robust level of challenge is provided to programme and project managers to ensure delivery remains on track.
						  o Performance reports developed to enable the Capital Board to undertake this monitoring and challenge.
							12 Major/ possible	Exec Director Growth, Transport and community services	Level

CR9	Delivering a statutory service for children and young people with special educational needs and/or disabilities.	People/ Organisational	• Not providing adequate service which places the local authority at risk of appeals to Special Educational Needs and Disability Tribunals (SENDIST), increased reputational risk via	• Following the SEND Local Area Inspection a Written Statement of Action (WSA) has been submitted identify improvements to the service offered by LCC and the Clinical Commissioning Groups. The following areas were identified as requiring action: o The lack of strategic leadership and vision across the partnership	25	Delivery of the SEND Improvement Plan with activity focussed around the following themes: Meeting Need • Workforce development • Multi-agency workforce development • Quality of planning, procedures and process Equal Partners	12 Major/ possible	Director of Education & Skills	Continued positive progress in delivery of the Improvement Plan but with some slippage, clearly highlighted in the Plan, which is monitored through

			complaints corporately and to Local Government Ombudsman (LGO). • Lack of confidence in council services. • The lack of accessibility and quality of information on the local offer • Unmet need will result in children and young people failing to meet their potential and therefore not be supported as positively as possible into adulthood. • The failure to recruit and retain staff.	o Leaders' inaccurate understanding of the local area o Weak joint commissioning arrangements that are not well developed or evaluated o The failure to engage effectively with parents and carers o The confusing, complicated and arbitrary systems and processes of identification o The endemic weaknesses in the quality of EHC plans o The absence of effective diagnostic pathways for Autistic Spectrum Disorder (ASD) across the local area, and no diagnostic pathway in the north of the area o No effective strategy to improve the outcomes of children and young people who have SEN and/or disabilities o Poor transition arrangements in 0–25 healthcare services o The disconcerting proportion of children and young people who have an EHC plan or statement of SEN who are permanently excluded from school o The inequalities in provision based on location o The lack of accessibility and quality of information on the local offer Progress on implementation has been monitored by Department for education and NHS England through formal review visits. Significant achievements to date include: • Partnership Governance established • Partnership Vision and Priorities agreed • Improvements to joint commissioning arrangements • Pan Lancashire Neurodevelopmental Assessment and Diagnostic Pathway agreed • Improved engagement with parents and carers • Designated Clinical Officers in place across the local area to support parent carers and professionals to access the health care system • EHC plan process reviewed and Quality Framework agreed • Programme of action agreed with schools	• Data and information • Communications and engagement Accessible services • Service improvement and commissioning • Service transition Achieving Success • Improving outcomes and support • Preparing for adulthood Continued Strategic reporting and monitoring of improvement plan at Cabinet and CMT level Active leadership of Health and Wellbeing Partnerships Challenge through Children's Services Scrutiny Committee			the Partnership Board. Providing clear evidence of improved outcomes is challenging but the Improvement Plan agreed in April 2019 sets out key performance indicators for each theme. An informal Department for Education monitoring visit was conducted in June 2019 and a formal Department for Education monitoring visit is planned for August 19 2019 Need to retain focus in readiness for revisit expected from September 2019 onwards

			• Training for Governors					
CR10	Supporting disadvantaged families to fulfil their potential (Troubled Families Programme)	People/ Organisational	• Failure to achieve Payment by Results targets due to specific requirements of the programme. • Possible reputational risk as a result of missing a national target. • Failure to accrue maximum income from the programme for the authority. • Failure to meet savings target attributed to the service for current financial year. • Possible reputational risk if progress not made with the Troubled Families Unit (TFU) Maturity Model and service transformation with partners. • Risk of additional scrutiny of programme	• No governance procedures in place with responsibility for (TFU) oversight. Robust tracking processes in place with view to maximising payment by result claim opportunities. • Ongoing data matching to identify new eligible families • Ongoing data matching to identify new eligible families • Robust tracking processes in place with view to maximising payment by result claim opportunities. However, no governance procedures in place with responsibility for oversight. • Ongoing data matching to identify new eligible families • The target in the med term fin strategy for TFU Payment by Results (PBR) claims for 2017/18 was for 1,500 PBR claims to be made and this target has been exceeded. As at 29 March 2019 payment by results claims had been made for 4,035 families (47% of the target for the life of the programme) where significant and sustained progress was evidenced. • The current positive trajectory is anticipated to continue to improve with the team ensuring that all available data and information systems are fully utilised to maximise PBR claim opportunities. • The service has a reduced capacity to meet the TFU targets since the implementation of a £1.25m budget reduction to the Children and Family Wellbeing Service (CFW) service. This has reduced caseload capacity from 10k families a year to 7k families a year. The TFU target is to 'turn around' 8620 families.	20	• Development of reporting processes to ensure monthly progress checks against targets • Redesigning of outcomes plan to set more achievable/realistic targets • Review of governance arrangements commissioned. • Districts supported to identify families where potential claims can be made • Workforce development complete for shared assessment. Lead professional and risk sensible approach. • Revised Common Assessment Framework (CAF) documentation, quality assurance and processes to assist in meeting requirements. • TFU Maturity Model self-assessment completed and developed action plan to support delivery and improvement.	16 Major/ Likely	Director of Public Health	Level
CR11	Future provision of ICT services	Organisational	• The BTLS contract has an expiry date of 31 March 2021 and covers ICT and transactional payroll services. Failure to	• The Society of IT Management have undertaken an independent review of our options that considered current BTLS service performance, how it benchmarks with other local authority services, particularly with regard to cost, and to	16	• The Society of IT Management are providing expert consultancy services to the county council for the contract renegotiation process with the outcome to be reported back for approval at the Cabinet meeting in August.	12	Director of financial services	Risk is reducing

| | | | put in place suitable arrangements will impact on organisational effectiveness and service delivery
• May impact on the service challenge savings options that need ICT solutions
• If any potential renegotiations are unsuccessful need to consider how the services will be transferred successfully back to the authority. | consider the best options available to the council with regard to future service requirements | | | | | |

CR12	Intermediate care for older people in a residential setting	People/ Organisational	• Operational issues leading to service failures • Unavailability of community beds for older people on a short term basis • Prolonged period of rehabilitation and recuperation before the person goes home • Delayed transfer from hospital • Reputational challenge for the Council if care homes operated by the council are judged by CQC as 'Requires Improvement'	• A review of the Lancashire intermediate care system was commissioned using money from the Better Care Fund, and included consideration of the best practice model for each service area including the community beds. Consultants have now been appointed and are undertaking initial investigatory work. • Working with NHS colleagues to agree joint action plans • Discussion with CQC on lessons learnt and action plans • County Council care homes will formally be part of Radar and Quality Improvement Planning (QIP) safeguarding systems • A quarterly Quality Assurance Panel will be set up with Director of Adult Services and Head of Service presenting a progress report against the action plans the Executive Director, Head of Safeguarding and an external NHS representative.	16 (Major /Likely)	• The Carnall Farrer Review of Intermediate Care concluded with the final report at the end of May 2019. When the report was reviewed at the Better Care Fund Steering Group, it was identified that there was additional benefits to including information from neighbouring authorities • The Better Care Fund steering group agreed to ask Carnall Farrar to extend the scope of the review to include this additional information into the report documentations. • Reports or presentations to partnership meetings with the NHS including the Health and Wellbeing Board (HWB) are being scheduled accordingly, and it will come to LCC CMT for consideration. • Earlier drafts of this work suggest opportunities for significant improvement and cost savings across the NHS – local government system. • The findings of this report will not by themselves provide definitive answers as to whether LCC should continue to be a provider of some these services, but it will provide important context for more in-depth local discussions with NHS partners to determine answers to those questions.	12 Major/ Possible	Executive Director for Adult Services and Health & Wellbeing	The revised timeline we are working to is: • w/c 8 July – update modelling for all areas • w/c 15 July – update Integrated Care Partnership - level reports • 22nd and 23 July – update the Lancashire-wide report
Opportunity Identification Number	Opportunity Description	Opportunity Type	Possible Benefits	Progress to date	Oppor tunity Score	Maximising Actions	Residual Opportu nity Score	Opportun ity Owner	Direction of Travel
C01	Delivering growth and prosperity for the whole of Lancashire	Development & regeneration	• Continued successful delivery of the LEP's current strategic economic growth programmes. • Successfully securing new resources for Lancashire to support job and	• Lancashire Enterprise Partnership (LEP) has secured and is delivering through partners 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	12	• Work with the LEP and local authority partners to ensure national resources to support growth and regeneration are secured. • Maximise the support from key local and national public and private sector stakeholders outside the County Council. • The County Council to give greater consideration to using its investment and prudential borrowing capacity and investment funds to bring forward a portfolio of strategic development opportunities.	16 Major/ likely	CMT	The LEP Review will present some significant challenges for local partners as the LEP is required to establish it's own legal entity and further distance itself from any local authority support.

				and Lancashire City Deal, Growth Deal, three Enterprise Zones, Growing Places Funding, Boost Business Lancashire and Superfast Broadband. The national policy framework is being shaped by a new Industrial Strategy with priorities and funding streams in development.		• Economic Development's main European Regional Development Fund (EDRF) project Boost, has secured a Grant Funding Agreement and is applying for funding to the end 2021. Business Growth Service staff will, as far as possible, seek to frontload activity and spend within this project in-case funding or activity is prematurely curtailed. For the programme as a whole, we have issued calls in all measures in an effort to defray as much of the programme as early as possible. We are now looking to a further bid which could take the project to 2021.			We are now looking to move forward with the production of a Local Industrial Strategy to maximise new funding opportunity.
	To fully and effectively utilise the remaining European Structural Funds available to Lancashire and to position the County to benefit from future regional funding regimes.		It is looking increasingly likely that the current European Structural and Investment Fund (ESIF) programme will run through to its planned conclusion at the end of 2020. Some early policy announcements have been made around a replacement UK Shared Prosperity Fund but it is unclear how this will compare to EU funding in terms of scale, focus and priorities.	• ESIF monies, both Regional Development Funds and Social Funds, totalling circa £200m are currently ring-fenced for use in Lancashire (LEP area) over the next 5 years. This supports business support initiatives, innovation investment, environmental and flood mitigation measures as well as skills development and employability work. Post Brexit vote, projects which have been through the full approval process are not able to sign a final contract with Ministry of Housing, Communities and Local Government (MHCLG) and project funding is being restricted to spend prior to end 2018. Significant beneficiaries include the Council, other local authorities, Higher Education Institutes' and Colleges.					New national housing and transport infrastructure funds will be targeted in support of local strategic priorities. Whilst the opportunity to secure EU funds (underwritten by central government) 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.
	Establishment of robust pan-Lancashire collaboration arrangements.		Uncertainty over potential securing of a Devolution Deal or allocation of national resources and freedoms/flexibilities to the Lancashire level.	• Local authorities across Lancashire are reviewing their collective approach to establishing effective joint working. Agreement on the way forward will enable swifter progress to be made on identified priorities.		• Local authorities across Lancashire are reviewing their collective approach to establishing effective joint working. Agreement on the way forward will enable swifter progress to be made on identified priorities.			The County Councils' political and officer leadership will play a full and active role in shaping & accelerating arrangements in Lancashire.
CO2	Apprenticeship Levy and Apprentice % in Public Sector	People/ organisational	Increase in Apprentices in the workforce and use the Apprenticeship levy to its maximum benefit to support critical development	The Apprenticeship Levy was live from April 2017 and the first payment from the digital account was in May 2017. Work is being undertaken across LCC with Heads of service or their representatives to discuss their overall workforce development and what part the Levy could play in this.	12	• Maximise the benefits of the Apprenticeship Levy within LCC by working in conjunction with Management Team, Finance and HR to embed this into structures across the organisation. • Working with services to identify the quick wins where these suit their business need and to thus eliminate training expenditure where we can, and link to Levy fund.	15 Outstanding/ possible	Dir of Corporate Services	We now have more Standards available to us, which we have been waiting for and we have developed a draft strategy with the LGA support

			needs in the County Council	The consultations are moving into committed expenditure for apprenticeships. A clearer picture is needed of how this links to the overall skills gaps and the R&R needs of services for their future workforce planning. The first year published report on the % in LCC against headcount, shows 0.66%		• Learning and Development (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 • Close working relationship with the Local Government Association (LGA) and we are focussing currently on Higher degree apprenticeships. LGA will be supporting LCC in developing a strategy and future spending plan. • Recent work with Finance looking at transactional spend in Services on training has not identified anything which could have been Levy based.			which we intend to share with Director, HR, Finance , CMT
CO3	Fair Funding and Business rate Retention	Organisational /Financial	Potential increase in funding to help balance the budget post 22/23 However, several grants could end in 2020. Business rate baseline applied from 2020 and councils encouraged to try to increase their rate revenues instead of being dependent on Government grants. However the impact may depend on technical decisions within rate retention e.g. how to divide revenue between counties and districts (tier splits)	• Implemented business rate pilot with Lancashire district and unitary councils • Proportion of business rate retention is 75% • Responded to consultations on Fair Funding Review	12	• Fair Funding Review continue to lobby through the LGA and respond to further consultations up until summer 2019 • Work with Lancashire councils to embed the business rate retention pilot • Given the uncertainties regarding Brexit the Government may roll forward the local government settlement so this would possibly delay the pilot	12 Major/ possible	Dir of Finance	March 2020

| CO4 | Working collaboratively with key health partners | Organisational /financial | Opportunity to work more closely with Health partners to align plans, strategies and budgets as part of the Integrated Care System for Lancashire and South Cumbria and Integrated Care Partnerships.

The opportunity needs to be balanced against the risk of lessened control over County Council budgets and the delivery models which may be put in place, with our health partners, to achieve our intended outcomes for people in Lancashire | • Engagement through Lancashire-wide forums eg Integrated Care System Board, Joint Committee of Clinical Commissioning Groups, Collaborative Commissioning Board, Children & Maternity Commissioners Network. | 12 | • Outline proposals in respect of public health grant developed and discussed with both CMT and Clinical Commissioning Group (CCG) lead officers | 15

Outstanding/ possible? | Executive Director of Adult Services & Health & Wellbeing | Level |

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			