

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Wednesday, 18th April, 2018 at 2.00 pm in Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall, Preston

Present:

County Councillor Geoff Driver CBE (Chair)

County Councillors

A Atkinson	H Khan
M Green	G Gooch
C Crompton	S Turner

1. Apologies for Absence

No apologies for absence were received.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

No pecuniary or non-pecuniary interests were disclosed.

3. Minutes of the Meeting held on 27th February 2018

Resolved: That the minutes of the meeting held on 27th February 2018 be confirmed and signed by the Chair.

4. BT Lancashire Services Governance and Performance Monitoring

Gabby Nelson, Head of Core Business Systems, presented a report providing an update on the Service Governance and Performance Monitoring of the County Council's strategic partnership with BT Lancashire Services. The report covered April 2017 to February 2018.

Further information providing a more comprehensive measurement of service delivery was provided at Appendix 'A'.

The **Payroll and Recruitment Service** had been restructured in February 2018, providing more integration and flexibility. The restructure had enabled a recurring saving of £174k per annum with effect from 2018/19. It was reported that all contractual and non-contractual performance targets had been met between April 2018 and February 2018.

It was reported that, in 2017, 99.7% of the **Disclosure and Barring Service** forms had been processed within 48 hours, which was well ahead of the 75% key performance indicators. A new system for Disclosure and Barring Checks would

be implemented from July 2018 which would reduce application processing time by 50%, negate errors and improve security.

The **Improved Management Information and Reduction of Overpayments** enabled more robust and detailed monitoring of service activity, specifically around overpayments and payments on account. As a result of this, both the volumes and values of overpayments were forecast to reduce by around 30% from 2016/17 to 2017/18.

The Committee noted that 86% of County Council staff felt the Recruitment Service exceeded expectations or was good.

In relation to **Information and Communications Technology Services**, it was reported that all contractual performance targets were being met.

The Committee noted that the County Council had not been affected by the **global cybercrime ransomware attack** in May 2017, largely due to the significant investments in Security Systems and products, the effective security measures put in place by ICT services to protect the County Council's network and services, and through the co-ordinated response by staff as details of the attack began to emerge. A letter from NHS England had been received thanking County Council for their assistance with the cyber attack, which was set out at Appendix 'B' with the agenda papers.

It was reported that the new **ICT portal** was simpler to use and that incidents/requests submitted through the portal were prioritised with dedicated resource ready to respond within 30 minutes. Customer satisfaction had significantly improved and users no longer needed to wait in a telephony queue. Over 95% of customers had rated the service as excellent or good, as opposed to around 50% over the past three years.

On the whole, the **Asset Management System** was running successfully, although there had been issues with the Highways Asset Management System (HAMS). It was reported that there was a re-education programme ongoing for HAMS.

The new **On Line Schools Admissions system** had been very successful and the primary school offers had been sent out within the time agreed. Implementation for the **Early Help Module & Education, Health and Care Plans** was planned for December 2018. This would enable the County Council to deliver a complex, fully integrated system for children's services as we would have a strong suite of children-related systems, once these went live.

The new **Condeco room booking system** had been in place since August 2017 and had proved successful. The Committee noted that the facility for meetings room bookings to be cancelled automatically by the system if they had not started within 15 minutes, had increased the availability of rooms for meetings.

The **secure email pilot** commenced in January 2018 and the **collaboration workspace** would be piloted in April 2018. Both solutions would significantly improve data protection compliance.

Partnership working was being taken forward in the sharing of data and shared/agile working. The Committee noted that data could be shared with the NHS and it was planned to include electronic hospital discharges that would provide real time information on patients that had been discharged from hospital but who may need social care. The **Lancashire Patient Record Exchange Services** initiative would allow the sharing of information between different areas of the NHS and various North West organisations, including Lancashire County Council. This meant that, within the social care system, officers would be able to view health summaries from the Clinical Commissioning Groups. It was reported that the 5 Health Trusts all had different systems so it would take up to 12 months for the project to be amalgamated into the Digital Discharge to Social Care Project.

A proposal for electronic interaction between Lancashire Constabulary and Lancashire County Council in relation to information exchange, had been approved and was due to be implemented from December 2018.

The County Council was moving towards an **agile workforce**; over 60% of the workforce were now using a laptop, allowing them to work from any location with a Wi-Fi connection. The target was for 80% of the workforce to have a laptop by 2020.

In relation to financial benefits, the Committee noted that significant progress had been made in delivering the required savings. Details of the savings were provided to the Committee and it was noted that work continued on this.

BT Lancashire Services Staffing Update

Mark Mayer, Chief Executive, BT Lancashire Services, reported that feedback from the staff events which took place in February (separate, service-focussed events for both the Revenue and Benefits Service (West Lancashire) and the Payroll and Recruitment Service) had been positive. We needed to make sure staff were more pro-active, supportive and innovative.

The Committee noted that the West Lancashire Borough Council health and safety team had undertaken an external audit of the Revenue and Benefits Service, which had resulted in a pass mark of 73%; a much improved score from 57.5% in 2016.

In relation to new technology, the importance of always following processes properly and always providing data accuracy had been emphasised to staff. It was also essential for Managers to be involved in between users and senior sponsors.

Resolved: That the Cabinet Committee note the report and that a further report will be presented in 6 months time.

5. Transforming Care Programme for People with Learning Disabilities & Autism

Ian Crabtree, Director of Adult Social Care Transformation, presented a report providing an overview of progress of the Transforming Care Programme for People with Learning Disabilities and Autism and the County Council's contribution to the programme. An update was also provided on the funding position taken by the County Council in relation to discharges and progress on a pooled budget arrangement.

The Transforming Care Programme had originated from the abuse scandal at Winterbourne View in 2011, highlighted by the BBC Panorama programme. The Local Government Association and the Association of Directors of Adult Social Services supported the plan which publicly committed to a programme of a review of inappropriate and outmoded in-patient facilities, with the aim of establishing stronger support in the community.

It was reported that the discharge trajectory set by NHS England was 89. There were 97 individuals in hospital as at February 2018; this was the first quarter where the trajectory had been markedly missed. However, it should be noted that this was not a true reflection of the success of the programme, which had discharged 50 of the original cohort of 107 individuals who had been in hospital at the start of the programme in April 2016. It was reported that no discharges had been held up due to the funding position taken by the County Council of no longer contributing to funding for those discharged from learning disabilities inpatient facilities, until there was clear, legally binding commitment from the NHS to fund the full lifetime cost of these services for those awaiting discharge through a newly developed pooled budget.

The Committee noted that the County Council were taking the lead on the Flexible Agreement framework which supported the Transforming Care Programme. The aim of the framework was to improve the quality of the providers selected to support individuals who were previously in-patients, commission new models of care for individuals which created efficiencies by commissioning for more than one individual, alongside delivering quality care and support which focussed on developing individuals' independence and safe access to their community.

It was reported that medium secure environment placements were currently based at the Calderstones in Whalley, but that these would move to the Ashworth Hospital site in Maghull, although this may only happen in 2021.

Resolved: That the Cabinet Committee note:

- (i) the progress on discharges of people with Learning Disabilities & Autism;
- (ii) the funding position taken by the County Council in relation to the non-funding of discharges; and
- (iii) the progress made so far in developing a pooled budget with partner organisations for people with Learning Disabilities & Autism.

6. Adult Services – Prioritising and Managing Assessment Activity

Ian Crabtree presented a report in response to questions about entry CR21 on the Quarter 4 Corporate Risk and Opportunity Register, which had been raised at the last Cabinet Committee meeting. Papers in relation to the following were circulated to Committee Members:

- LCC Safeguarding Report for the quarter ending 31 March 2018 for the Lancashire Adults Multi Agency Safeguarding Hub
- Delayed Transfers of Care Analysis – Lancashire February 2018

Details were provided to the Committee of the five broad approaches to managing excess or increasing demand across adult social care.

At the last Cabinet Committee meeting, concerns had been raised about the waiting times for assessments and reviews for safeguarding, hospital discharge and occupational therapy, and further information was provided to the Committee on these.

Safeguarding

In addition to the 28 social workers and four social care support officers, agreement to 6 agency staff (2 per area) being appointed was reached, on a temporary basis, to ensure elimination of backlogs and reduction in waiting times. It was noted that there was no difficulty recruiting staff for the safeguarding teams.

The criteria as to what was a safeguarding case, and what response was required, was made by the Multi Agency Safeguarding Hub. Details were provided to the Committee on the following 4 priorities:

- Priority 1 - To be allocated immediately as an urgent response is required
- Priority 2 - To be allocated within 24 hours
- Priority 3 - To be allocated within a 2 week period
- Priority 4 - To be allocated within a 4 to 6 week period

Generally, the response times were showing major improvement over the last few months, due to improved management grip and the additional temporary staffing.

However, it should be noted that there were, at times, significant weekly fluctuations, due to routine staff absences and/or unusual surges of new referrals.

Hospital Discharge

The Committee noted that substantial additional resources from the Improved Better Care Fund and significant redesign of the system for managing hospital discharge had been underway for several months in Lancashire. Overall, there had been a gradual but sustained improvement in reducing delayed transfers of care over the last 6 months, with some short periods where problems escalated, due to flu outbreaks or severe weather. The Committee noted that Preston and Chorley accounted for 60% of the delays and that this needed to improve

A query was raised about working with registered social landlords where individuals due to be discharged required adaptations to their home. It was confirmed that the County Council held the funds for Disabled Facilities Grants and administered the scheme. However, it was for the District Councils to work with the social landlords to discuss the best use for the grant funding for individuals. It was the county council's responsibility to ensure that discharge was not delayed and that the funds were spent on what aids/adaptations were required. It was reported that interim arrangements could be put in place whilst any adaptation work was being completed. Ian Crabtree would provide further information to the Committee on how the County Council worked with social landlords.

Occupational therapy

Over the last year, new posts had been established and recruited to, resulting in the occupational therapy workforce being doubled to 40 qualified Occupational Therapists. In addition, there had been a further campaign aiming to recruit nine newly qualified therapists, which would enhance the career pathway for staff wishing to work for the local authority. The Committee noted there had also been a major increase in posts of Social Care Support Officers working in this field.

Reablement

There was a lack of Occupational Therapists in the Reablement Service which was creating significant operational challenges. The county council's guidance stated that all individuals in reablement should be seen within 72 hours. Due to the current volume of referrals, and the speed of flow outstripping staffing capacity, initial visits were currently taking five to seven days to arrange across all localities. .

Community - Equipment

It was reported that average waiting times had come down considerably for community occupational therapy assessments and that this trend continued to improve across the county. However, improvements still needed to be made. Referrals for community assessments were prioritised according to a decision

making framework which meant that those in greatest need and risk were seen much more quickly, and a copy of the framework was set out at Appendix 'A' to the report.

Resolved: That the Cabinet Committee note the mitigations in place for managing this Corporate Risk relating to Adult Services demand.

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

Kieran Curran, Policy Manager, presented a report updating the Cabinet Committee on some of the more significant issues facing the County Council in the wake of the United Kingdom's exit from the European Union. At the Cabinet Committee's meeting in September 2017, further information had been requested.

The Committee were updated on the following range of issues:

- Impact on regional economic growth
- Impact on inward migration
- Impact on workforce
- Impact on manufacturing
- Impact on the National Health Service
- Impact on European Union structural funding streams
- Representation of local government in the withdrawal negotiations and beyond
- Survey: a view from Leaders and Chief Executives
- Devolution and regulatory powers
- Impact on regulatory frameworks

It was reported that there was no significant progress in relation to regulatory issues and funding streams. A query was raised about the tendering process. The Committee noted that any future work around this would need to focus on the main regulatory impacts of procurement, Human Resources and waste.

The latest figures from the Purchase Managers Index showed that business activity in the North West was now growing faster than London and further information was provided to the Committee in relation to single market, free trade and no deal for the UK's Government regions.

In relation to the impact on workforce, it was reported that the Migration Advisory Committee had been commissioned by Government to consider the impacts of withdrawal on the United Kingdom labour market and aligning the United Kingdom's immigration system with a modern Industrial Strategy. This report was due to go out for consultation later this year.

It was reported that a recent poll of members by the North and Western Lancashire Chamber of Commerce revealed that, whilst a majority of

respondents had never employed EU migrant workers, there were some concerns that employment restrictions would harm productivity and significantly increase labour costs.

The Chair wished to take up the offer of officers providing specific information in relation to potential or likely impacts on a range of issues of interest to the county council (including workforce recruitment and the likely effects of withdrawal on key industries in Lancashire), so Members could take up these issues with H.M. Government.

A further report would be presented to the Committee in September/October, providing more information and clarity, in addition to including the findings of the Housing, Communities and Local Government Committee inquiry. In addition, the risks/opportunities would be included in relation to the impact on regional economic growth.

Resolved: That the Cabinet Committee note the report.

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 on Wednesday 27th June 2018 at 2.00pm in Committee Room B – The Diamond Jubilee Room, County Hall, Preston.

L Sales
Director of Corporate Services

County Hall
Preston