

## **Lancashire County Council**

### **Cabinet Committee on Performance Improvement**

**Minutes of the Meeting held on Thursday, 12th September, 2019 at 2.00 pm  
in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston**

#### **Present:**

County Councillor Keith Iddon (Chair)

#### **County Councillors**

C Crompton  
A Atkinson  
P Buckley  
G Gooch

S Turner  
P Williamson  
B Dawson

#### **1. Apologies for Absence**

County Councillor Iddon took the Chair in County Councillor Driver's absence.

County Councillor Atkinson replaced County Councillor Driver.

County Councillor Williamson replaced County Councillor Green.

County Councillor Dawson replaced County Councillor Parkinson.

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

No pecuniary or non-pecuniary interests were disclosed.

#### **3. Minutes of the Meeting held on 6th June 2019**

**Resolved:** That the minutes of the meeting held on 6 June 2019 be confirmed and signed by the Chair.

#### **4. Improvement in Occupational Therapy Performance and Disabled Facilities Grant Activity**

A report was presented by Sue Lott, Head of Service – Adult Social Care Health on the development of the Occupational Therapy service within Adult Social Care at Lancashire County Council. The report demonstrated the improvements seen in the timeliness of assessments and the increase in Disabled Facilities Grants recommendations over recent years. The report also demonstrated the positive benefits of Occupational Therapy in adult social care and innovation possibilities for the future.

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

The Committee were informed that, within the Passport to Independence transformation programme in Adult Social Care, dedicated Occupational Therapist leadership had been created in the form of an Occupational Therapy County Manager post. In addition, the new Improved Better Care Fund monies offered the opportunity to enhance the overall Occupational Therapy establishment to better match demand and the number of Occupational Therapist posts within Adult Social Care was increased from 20 to 40 full time posts. All Social Care Support Officers had also been trained to assess for and commission lower level, less complex community equipment items.

An action plan had been produced in 2018 to reduce the waiting lists which set out new screening processes to be followed, data cleansing of the waiting lists, recruitment to new posts and initially some overtime hours for defined numbers of assessments.

A graph showed Cabinet Committee Members the significant improvement in the timeliness of assessments, with the number of people awaiting assessment across the county reducing from 1363 in March 2018 to 497 in August 2019. It was noted that these figures were for people who had been waiting 1 day or longer for an assessment. The Cabinet Committee noted that work was continuing on this, with the aim of the service reaching their 'business as usual' target to see everyone within 28 days of referral to an Occupational Therapist.

Details of community equipment activity and spend were provided to the Cabinet Committee, together with the three categories of provision:

- simple items of equipment - available for general purchase and not provided by Health or Social Care as an outcome of an assessment;
- 'Retail Model' equipment - provided via a prescription (and available for general purchase) to receive standard equipment funded by Lancashire County Council or NHS, or service users could pay a 'top up' amount for a more suitable model;
- complex community equipment – larger items e.g hoists, specialist chairs/beds loaned to service users for as long as they need them.

The process for accessing a Disabled Facilities Grant was via an Occupational Therapist assessment, who then made a recommendation to the District Council for a Disabled Facilities Grant adaptation to take place. Due to the staffing capacity within the Occupational Therapy service some years ago, lower numbers of recommendations were being made for these grants and some

District Councils had reported that they were struggling to spend their allocation across the year. As the Occupational Therapy service worked through the waiting list and was now in a much better performing position, the numbers of Disabled Facilities Grants recommendations sent to the Districts each year had improved significantly, moving from just 812 in 2014/15 to 2814 in 2018/19.

Details of the new initiatives in place, both within adult social care and in collaboration with the District Councils, to broaden access to Disabled Facilities Grants within the regulations, reduce hand-offs between services, avoid delays and increase people's independence and choice, were provided to the Cabinet Committee.

The significant improvements in the performance of the Occupational Therapy service, in terms of more timely assessments, improved waiting times and in people getting more timely access to community equipment and Disabled Facilities Grant adaptations, were as a result of a combination of the following factors:

- Significant investment to increase the number of qualified Occupational Therapists employed by the county 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.

A query was raised in relation to bed blocking. Sue Lott assured Committee Members that nobody would be expected stay in hospital any longer than they should but, if they were not able to be discharged due to a major adaptation needing to be carried out at their home, a short term residential care placement would be sought.

A discussion took place around when adaptations were no longer required and the cost of removing these from a particular property. CC Crompton asked whether there was a system in place whereby anybody due for hospital discharge could be matched up with the right adapted property for their needs. Sue Lott confirmed she would take this matter up with the districts as they had the most contact with the registered social landlords, and that the outcome would be reported back to the Cabinet Committee.

Committee Members were very pleased with the progress made and the Chair wished to place on record his thanks and congratulations to the team and the relevant Cabinet Members.

**Resolved:** That the Cabinet Committee on Performance Improvement note the report and the improvements seen in the performance of the Occupational Therapy Service.

## **5. Quarterly Corporate Performance Monitoring Report – Quarter 1 2019/20**

A report was presented by Donna Talbot, Head of Service – Business Intelligence, providing an overview of performance activity across the Council for Quarter 1 of 2019/20 and where appropriate/available, compared performance against previous quarters and with performance nationally.

### **Education and Children's Services**

It was reported that the timeliness of undertaking children's social care assessments in quarter 1 remained at the improved level achieved in quarter 4 of 2018/19. The figures for assessments which took over 45 days to complete had been lower than all comparator averages for the past 2 quarters and there was now a target to complete in 30 days.

The latest child protection plan rate was the highest (57.0 per 10,000) it had ever been since February 2017 and the looked after children rate remained significantly higher than the comparators. However, the bid to the Department for Education to support the move to a family safeguarding model was predicted to address the high levels of children in care and those on child protection plans, following a planned and supportive model, whilst managing risk. County Councillor Williamson added that the family safeguarding model would bring wrap around family support to try to prevent children coming into care.

Following a recent joint inspection of Lancashire youth offending services, our Youth Offending Team had been rated as Good.

The permanent exclusion rate for Lancashire remained higher than the national, regional and statistical neighbours averages, although lots of work was ongoing to address this, including reshaping the special educational needs provision. County Councillor Williamson added that separate Service Heads had been appointed, one for under 11s and one for under 25s, and that work was being done with other authorities, in order to reduce the permanent exclusion rate.

The Children and Family Wellbeing payment by results claims had achieved the target of 5,370 families by June 2019.

The number of eBook downloads had increased significantly. A piece of work was currently being undertaken comparing Lancashire's library visitor figures to those in other authorities.

### **Growth, Environment, Transport and Community Services**

It was reported that the average time taken to repair highway street lighting faults had decreased. This had been due to the Salix Light Emitting Diode (LED) replacement programme. The safety carriageway defects repaired within 2 working days and those repaired within 5 working days remained an area of concern. However, the Cabinet Committee noted that improvement should be

seen in this area, once the amendments to the risk matrix filtered through from July 2019 figure.

County Councillor Iddon informed the Cabinet Committee that all Highways staff had been instructed to report any highways defects, even if these were not part of their area of work. It was noted that separate figures were available on which defects had been reported by Inspectors and those that had been reported by members of the public.

County Councillor Turner stated that there had been a vast improvement in the HAMS system.

The Cabinet Committee noted that increases were continuing to be seen at the recycling centres and that green waste was up on last year, and that these increases were partly due to more districts introducing charges for the collection of garden waste. CC Atkinson highlighted that other new initiatives at the recycling centres had also contributed to these increases, examples including accepting all hard plastics, allowing carpets at a couple of sites to be put into non-general waste skips, and including pots, tubs and trays in with the plastic bottle cages.

It was noted that the Thornton plant continued to be successful in mass loss and landfill diversion. In addition, a framework agreement had been entered into with Lancashire Waste Recycling Ltd on 1 June 2019, and was on track to produce Refuse Derived Fuel and would divert 60,000 tonnes away from landfill. County Councillor Iddon asked for his thanks to be passed onto the Waste Management Team.

### **Adult Services and Public Health**

It was reported that there had been a further increase in the proportion of adult social care service users receiving direct payments, keeping Lancashire higher than the national average. Over 95% of adult social work assessments had been completed within 4 weeks and delayed transfers of care from hospital had improved considerably. In addition, the percentage of care homes and community care services in Lancashire rated Good or Outstanding matched or exceeded the North West and England averages.

The Cabinet Committee noted that Lancashire's rate of older people admitted to residential care was considerably higher than the national average, although lots of work was being done to reduce this and targets had been set for improvements over the next 4 years.

It was pointed out that the figure of 1,300 people waiting for older people social work assessments included 727 people who were currently in the system receiving a service, but who were waiting for a re-assessment.

It was reported that the Lancashire Shared Lives Service had been rated as Outstanding in all five of the Care Quality Commission assessment domains (safe, effective, caring, responsive and well-led).

County Councillor Iddon wished to pass his thanks onto the staff for the quality of services provided both in care homes and the community care services.

**Resolved:** That the Cabinet Committee on Performance Improvement note the reported performance for Quarter 1 of 2019/20.

## **6. Corporate Risk and Opportunity Register Quarter 2 update**

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

It was noted that, following the corporate approach to reporting on risk and opportunity, the Quarter 2 Risk and Opportunity Register had been reported to Corporate Management Team, following a review of the register. The register had now been updated to show progress against the risks and opportunities.

There were no additions or deletions to the Register, although there were a number of key updates 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.

## **7. Urgent Business**

There were no items of Urgent Business.

## **8. Date of Next Meeting**

The next meeting of the Cabinet Committee on Performance Improvement would be held at 2.00pm on Tuesday 15<sup>th</sup> October 2019 in Committee Room B – The Diamond Jubilee Room, County Hall, Preston.

L Sales  
Director of Corporate Services

County Hall  
Preston