

Emerging issues affecting the council and its services in the future	New projects and current service developments within the council	Current issues or developments within the council's existing services	On-going provision of the council's services	Monitoring of performance measures
Corporate strategy				
<ul style="list-style-type: none"> • Transformation of the National Health Service. • Introduction of a directly elected Police and Crime Commissioner. • Reforms to the Criminal Justice System. 	<ul style="list-style-type: none"> • Budget reductions whilst cost pressures and demand both increase: delivering value for money. • Partnership working: with the private sector, voluntary sector and other public bodies. • Adopting a 'whole system' approach to tackling complex issues. • Introduction of academies. • Establishment of Health and Wellbeing Board. • 'Total Family' strategic work programme. 	<ul style="list-style-type: none"> • Implementing the Prevention and Early Intervention Strategy. 		<ul style="list-style-type: none"> • Performance measures set out for each area of the Corporate Strategy.
Tier 1: Lancashire County Council Management Team meetings				
<ul style="list-style-type: none"> • Transfer of public health responsibilities, staff and finance from the NHS to the county council, including establishment of public health boards. • NHS Clinical Commissioning Consortia. • Local Government Resource Review: business rate retention proposal. 	<ul style="list-style-type: none"> • Judicial review of revised adult social care policies. • Lancashire Enterprise Partnership and submission of the bid for enterprise zone status. • Partnership working with the districts and unitary authorities. • Community budgets and community safety, Total Family and Total Place. • Pilot group on complex families. • Superfast broadband. • Three tier forums. 	<ul style="list-style-type: none"> • Reablement – additional capacity. • Rationalisation/ closure of household waste recycling centres. • 'In-flight' projects within OCL. 	<ul style="list-style-type: none"> • Management of information requests under the Freedom of Information Act. • Corporate accommodation and supporting requirements. • Staff training programme. • Analysis of the staff survey results. 	<ul style="list-style-type: none"> • HR reports monitoring key concerns. • The council's financial position. • Key stage 2 exam results.
Tier 1: Information provided to the chief executive and leader				
				<ul style="list-style-type: none"> • Quarterly safeguarding scorecard and related accountability reporting relating to children.

Schedule of the council's key issues arising over the period 1 July to 30 September 2011

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Tier 2: Adult and Community Services Directorate Senior Management Team meetings				
<ul style="list-style-type: none"> • Failure of Southern Cross' care homes business, and care issues at Castle Beck's homes (nationally). 	<ul style="list-style-type: none"> • Older People's Day Time Support Strategic Vision. • Integration of primary, community and acute services in a transitional care pathway – vision and development. • Future of the Employment Support Service, budget reductions, and the implications of 'fair access to care' • Production of 'local accounts' for adult social care. • Use of ISSIS and implications of the integration of FACE onto ISSIS. • Three tier forums. 	<ul style="list-style-type: none"> • Governance arrangements for oversight of multiple programmes and projects relating to personal social care and commissioning, and engagement teams (including prioritisation and resource allocation). • Improvement of coordination of jointly funded mental health care packages. • Dementia services and implementation of the national Dementia Strategy. • Specialist rehabilitation services commissioning. • Care Connect extended hours. • Delivery of personalisation. • Mental health complex cases. • Management of the complaints process. 	<ul style="list-style-type: none"> • Workforce planning. 	<ul style="list-style-type: none"> • Complaints and customer feedback. • Financial monitoring.
Tier 2: Children and Young People's Directorate Leadership Team meetings				
<ul style="list-style-type: none"> • The Munro review of child protection. 	<ul style="list-style-type: none"> • Young carers' early support initiative. • Development of short and long term foster care for children with disabilities. • Support to three tier forums. • Development of directorate business plan. 	<ul style="list-style-type: none"> • Development of children and parenting support services and children's centres: co-location of services, integration of management structures, more integrated support and rationalisation of buildings. • Proposals to close children's residential homes: evaluation criteria. • Safeguarding improvement plan: embedding the common assessment framework within all agencies; meeting National Standards for young people remanded or sentenced. • Establishment of a directorate emergency planning and response group. • Delegation of funding to school budgets relating to statements of special educational needs. • Procedures and responsibilities relating to elective home education. • Changes to the SEN and Disability Transport Policy to improve policy, planning and procurement processes. • Improvements to social care data capture, storage and distribution. 	<ul style="list-style-type: none"> • Peer review of the directorate. • Review of the fostering service (mock inspection). • Delivering the implementation model for work with families with complex needs and vulnerable adolescents. • Monitoring the directorate business plan. • Health and safety checks in all residential children's homes. • School provision in rural areas. • Accommodation strategy for children's social care. • Locality working. • Sickness absence management. 	<ul style="list-style-type: none"> • Budget monitoring, including cost savings from efficiencies/ service reductions, and forward forecasts. • Key stage 2 results data. • School staff and pupil RIDDOR accident statistics. • Statistics and action re children missing education. • Independent Review Officer's annual reports and action plans on safeguarding and on children looked after.

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Tier 2: Joint meeting of Children and Young People's Directorate Leadership Team and Adult and Community Services Directorate Senior Management Team				
	<ul style="list-style-type: none"> • Improvements to the transition of care from childhood to adulthood. 			
Tier 2: Environment Directorate Management Team meetings				
<ul style="list-style-type: none"> • Objections to proposals for the disposal of low level radioactive waste at Clifton Marsh Landfill site. • Response to the DCLG's consultation on the 'planning guarantee' and information. • Response to the DfT's consultation on high speed rail. • DfT consultation on UK aviation. • Government white paper on the environment. • Car parking in Clitheroe. • Pavement parking. • Open Golf Tournament, Lytham. 	<ul style="list-style-type: none"> • Pennine Reach rapid transit scheme (£2.5m contribution). • Heysham M6 link. • Local Transport Plan and Implementation Plan. • Broughton bypass/ roundabout. • Permit scheme for street and highways works. • Water management partnership for the Fylde. • Renewable energy. • Policy re unauthorised encampments. 	<ul style="list-style-type: none"> • Street lighting column replacement and energy use. • Lighting on the M65. • Waste acceptance testing. • Closure of household waste recycling centres. • Guild Wheel progress. • Design Group relocation. • Options for provision of County Analysts services. • Road safety: strategic framework and Road Safety Strategy; Road Safety Partnership. • 20 mph zones. • Traffic implications of the Lostock Hall Gas Works site. • Winter roads service. • Amendments to the Area North Highway Team. • Park and Ride scheme. 	<ul style="list-style-type: none"> • Phasing of the capital programme. • Use of The Regulation of Investigatory Powers Act (RIPA) by inspectors. • Directorate lone working procedures. • Acceptance of grants for school cycling links. • Agreement with service supplier for the pursuit of illegal money lenders within Lancashire. • Service-specific internal audit reviews. • Analysis of the staff survey results, including focus groups. • Staff learning and development programme and plans. • Staff recognition and communication. • The directorate's new integrated management system; health and safety. • Sickness management and procedures. • Information requirements re greenhouse gas emissions from the council's estate. • Residual Equal Pay Review issues. 	<ul style="list-style-type: none"> • Implementation of the capital programme. • Pothole repairs.
Tier 2: Lancashire County Commercial Group Senior Management Team meetings				
		<ul style="list-style-type: none"> • Creation of the procurement centre of excellence: transfer of staff. • Restructure of care services and related savings. • Restructure of the Integrated Transport Unit. • Development of the 'one team' approach with Environment Directorate. • Service improvement meetings. 	<ul style="list-style-type: none"> • Investment in care home maintenance (£3 million). • On-going commercial position with schools, residential and non-residential care, procurement of food stocks. • Payroll coding and financial reporting against budgets. • Sickness management and procedures. • Analysis of the staff survey results. 	

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Tier 2: Cross-tier, cross-directorate working group: Performance Working Group Executive (this information is also shared closely with the leader).				
				<ul style="list-style-type: none"> • Recovery plans for: <ul style="list-style-type: none"> • Reductions in children killed or seriously injured on the county's roads. • Reduction in youth offending and reoffending rates. • Increased library visitor numbers. • Percentage of potholes filled within 30 days. • 21 indicators that failed their targets at the end of 2010/11.
Tier 3: Management teams within the Environment Directorate – Performance Management (quarterly)				
	<ul style="list-style-type: none"> • Performance framework 2011/12. • Single data list. 	<ul style="list-style-type: none"> • Review of the performance management framework. • County councillor perception survey: responses to councillors. • Public perception survey. 		<ul style="list-style-type: none"> • Pothole repairs. • Road safety. • Waste recovery and disposal. • Street lighting. • Trading standards. • Public transport. • Capital projects. • Complaints. • Sickness absence. • Financial monitoring against budget.
Tier 3: Management teams within the Environment Directorate – Environment and public protection services Management Team (every two weeks, approximately)				
<ul style="list-style-type: none"> • Preston Guild stewardship. • Pavement parking. • Open Golf Tournament, Lytham. 	<ul style="list-style-type: none"> • Development of the Local Transport Plan and Implementation Plan, and consultation. • Guild Wheel. • One Team approach with LCCG in relation to Highways. • Reduction in the Carbon Reduction programme. 	<ul style="list-style-type: none"> • Rationalisation/ closure of household waste recycling centres. • Relocation of the Design Group. • Restructuring of procurement and accounts payable staff into OCL. • Changes to Trading Standards structure. • Improvement in VIP responses and amendments to the system. 	<ul style="list-style-type: none"> • Street lighting energy costs. • Legal issue elsewhere with potential impact on CRB checks and references. • Review by OCL of highway asset systems. • Budget monitoring. • Ending of Equal Pay Review pay protection. • Voluntary redundancy and succession planning. • Absence management procedure. • Staff training and development. • Staff survey results and focus groups. • Recruitment, placement and induction of graduate trainees. • Health and safety: firewardens. 	<ul style="list-style-type: none"> • Pothole repairs. • Reported instances of flooding. • Street lighting repairs.

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Tier 3: Management teams within the Environment Directorate – Strategy & Policy management team (every two weeks, approximately)				
	<ul style="list-style-type: none"> • Development of the 'Farington scheme' relating to transport planning. 	<ul style="list-style-type: none"> • Continuous improvement projects: workforce planning and the directorate's response to persistent environmental, health and deprivation issues. • Restructuring and staff gradings. 	<ul style="list-style-type: none"> • Capital apportionment for the next two years. • Health and safety of staff: office moves; agile working; development of directorate integrated management system. • Recruitment, placement and induction of graduate trainees. • Staff survey results and focus groups. • Absence management procedure. • Staff training and development. • Succession planning. 	
Tier 3: Management teams within the Environment Directorate – Transportation and strategic highways management team (every two weeks, approximately)				
<ul style="list-style-type: none"> • National Road Safety Strategy. • Pavement parking (and the need for a risk assessment). • Bribery Act. 	<ul style="list-style-type: none"> • Broughton bypass. • Heysham M6 link. • Parking Services' move to the Customer Service Centre. 	<ul style="list-style-type: none"> • 20 mph zones. • Equality impact in public transport. • LCC responses to planning applications on highway issues. 	<ul style="list-style-type: none"> • Office moves: accommodation and agile working. • VIP response rates. • Staff survey results and focus groups. • Staff training and development. • Succession planning. • Team restructures. • Absence management procedure. • Use of blackberries and mobiles, and cancellation of unused contracts. 	<ul style="list-style-type: none"> • Budget monitoring.
Tier 3: Property Group (every week, approximately)				
		<ul style="list-style-type: none"> • Assurance statements in relation to premises management (with specific queries arising in relation to asbestos and legionella, and vacant properties). • Finance and project management system: current system and proposals for its replacement. • Purchase of energy supplies. 	<ul style="list-style-type: none"> • Budget monitoring, debt collection, income projections. • Team restructuring. • Team skills and training. • Sickness absence monitoring and amended procedures. • Timely input of staff timesheets. • Staff survey results and focus groups. • Health and safety actions, including those relating to a specific contractor. • Achievement of accreditation to international quality management standard (BS EN ISO 9001:2008). • Changes to the legal status of agency workers. 	<ul style="list-style-type: none"> • Review of performance measures monitored. • Action plans arising from business plans. • Project monitoring, and exception/ variance reporting.