

Lancashire County Council

Cabinet Committee on Performance Improvement

Thursday, 10th September, 2020 at 2.00 pm - Virtual meeting

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 19 February 2020 (Pages 1 - 8)

4. Corporate Strategy Monitoring report – Quarter 4 2019/20 Performance Monitoring and Quarter 1 2020/21 Updates (Pages 9 - 38)

5. 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.

6. Date of Next Meeting

The next meeting of the Cabinet Committee on Performance Improvement will be held at 2.00pm on Thursday 26th November 2020.

L Sales
Director of Corporate Services

County Hall

Preston

Lancashire County Council

Cabinet Committee on Performance Improvement

**Minutes of the Meeting held on Wednesday, 19th February, 2020 at 2.00 pm
in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston**

Present:

County Councillor Geoff Driver CBE (Chair)

County Councillors

| | |
|-----------------|--------------|
| K Iddon | G Gooch |
| M Green | S Turner |
| C Crompton | P Williamson |
| M Parkinson OBE | |

1. Apologies for Absence

Apologies were received from County Councillor Atkinson.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

No pecuniary or non-pecuniary interests were disclosed.

3. Minutes of the Meeting held on 15th October 2019

Resolved: That the minutes of the meeting held on 15th October 2019 be confirmed and signed by the Chair.

Matters Arising

Improvement in Occupational Therapy Performance and Disabled Facilities Grant Activity

CC Crompton had raised a question at the September CCPI meeting on 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 had 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.

Donna Talbot, Head of Service – Business Intelligence reported that a session was being held in March with District Councils where this issue would be discussed and that the outcome would be reported to the Cabinet Committee at their meeting in April.

4. Corporate Risk and Opportunity Register Quarter 3 2019/20

A report was presented by Paul Bond, Head of Legal and Democratic Services, providing an updated (quarter 3) Corporate Risk and Opportunity Register for the Cabinet Committee to consider and comment upon. The report also provided an update on a pilot that was being undertaken within Education and Children's Services to improve management information in relation to risk.

It was reported that, for this quarter, a new risk had been added in relation to the county council's relationship with the Lancashire and South Cumbria Integrated Care System. Details of this new risk were provided at CR13 in the updated Corporate Risk and Opportunity Register, set out at Appendix 'A'.

A summary of the key updates to the Register was provided in the report.

Cabinet Committee Members noted that Corporate Management Team had suggested that a review be undertaken on the way that risk information was currently presented, as it did not lend itself to decision making. In addition, it was suggested that a directorate level register would be useful, as the current service levels were difficult to digest.

A revised approach had therefore been developed that included reformatting the existing register and introducing a risk profile summary which would:

- Clearly show target dates by which the risk rating would become acceptable.
- Allow progress monitoring on a quarterly basis (using red, amber, green rating). This would highlight and provide the information on which management decisions could be made.
- Provide clearer accountability for actions.

Paul reported that the revised approach was currently being piloted in Education and Children's Services and that this issue would be discussed at CMT next week. The new format would then be presented to the next Cabinet Committee meeting in April.

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

5. Corporate Strategy Monitoring report – Quarter 3 2019/20 Performance Monitoring

A report was presented by Donna Talbot, Head of Service – Business Intelligence on Quarter 3 2019/20 performance monitoring.

The Cabinet Committee noted that performance indicators, associated targets and other relevant annual performance reports had been agreed by Cabinet on 6 February 2020, following consultation and review with Internal Scrutiny

Committee and the Cabinet Committee itself, against the following five objectives of the Corporate Strategy:

- Lancashire will be the place to live
- Lancashire will be the place to work
- Lancashire will be the place to prosper
- Lancashire will be the place to visit
- Lancashire will be the place where everyone acts responsibly

It was reported that monitoring against these indicators would form the content of future quarterly corporate performance monitoring reports to the Cabinet Committee.

The agreed performance indicators were set out at Appendix 'A' to the report, together with an indication of frequency of reporting, the responsible directorate, 2020/21 targets along with the current/latest level of performance and RAG rating.

Highlights of good performance included:

Lancashire will be the place to live

- Percentage of children and young people who received targeted early help support from the Children and Families Wellbeing service which successfully met their identified needs.
- Percentage of care providers in the community rated as Good or Outstanding – all Community Based provision (Lancashire County Council and non-Lancashire County Council maintained).

Lancashire will be the place to work

- Number of e-downloads.
- Number of volunteers in Libraries.

Lancashire will be the place to prosper

- Number of jobs created by Boost.

Lancashire will be the place where everyone acts responsibly

- Permanent admissions to residential and nursing care homes per 100,000 population aged 18-64 during the year.

However, the following indicators performing below the desired level included:

Lancashire will be the place to live

- Average number of working days to repair a Lancashire County Council street lighting fault (including traffic management).
- Percentage of Health Checks undertaken.
- Percentage of adults and older people whose desired safeguarding outcomes are met.

Lancashire will be the place to work

- Proportion of children excluded from school.
- Percentage of adults with learning disabilities in employment.

Lancashire will be the place to prosper

- Number of Rosebud loans provided to new or existing businesses.

Lancashire will be the place where everyone acts responsibly

- Number of working days per full time equivalent lost to sickness absence.

Safety carriageway defects - whilst the overall numbers of safety carriageway defect repairs that failed to meet the target for those defects repaired within 4 hours were small, these all related to those reported by the public. One of the reasons for this was that issues reported on a Saturday would only be picked up the following Monday. Processes were currently being reviewed to ensure these reports were identified and addressed within timescales.

Percentage of children achieving a good level of development at the Early Years Foundation Stage – in order to reach the target figure, a number of developments were taking place including an Early Years Peer Review, an Early Years Strategy co-produced with Health, focussed conversation in primary school adviser visits and an Early Years joint evidence statement on closing the gap; this would include SEND performance. The Chair requested that a report be presented to a future CCPI meeting on the outcome of the Early Years Peer Review.

Percentage of adults and older people whose desired safeguarding outcomes are met - it was noted that some service users desires were either not achievable or that members of their family may have a different opinion to the service user, which would reflect in the performance figures. In addition, there had been a process change which put more people into this performance indicator. Business Intelligence would review this data issue further.

Percentage of Health Checks undertaken - although the percentage of health checks undertaken of the number offered was below target, public health teams had been very pro-active working with gp practices and a high number of invitations had been issued, rather than there being a low take up. Alternative ways to report on Health Checks performance to the Cabinet Committee were

being considered as performance against this indicator was good compared to nationally available information.

Quality of care homes - it was reported that twenty one of the twenty five Lancashire County Council maintained care homes were rated as 'Outstanding' or 'Good'. A verbal report on the other 4 homes would be provided to Cabinet Committee at their meeting in April.

Standards in reading, writing and mathematics (Key Stage 2) - work was ongoing to address the current performance which stood at 64%; the target was 67%. This included talks with Headteachers and Chairs of Governors, the provision of 'challenge questions' for self-evaluation and discussion at adviser visits. A system-led approach was currently underway to focus on improving educational outcomes for children and was being piloted in East Lancashire prior to being rolled out across the county. A report on the progress of this would be requested for a future Cabinet Committee meeting.

Percentage of young people in employment, education or training – it was noted that the percentage of young people in employment, education or training had improved significantly and that the indicator was specifically in relation to 16/17 year olds.

Permanent exclusions – it was reported that permanent exclusions in secondary schools in Lancashire continued to be higher than national and regional rates. Initiatives to help improve this include Pupil Access Officers continuing to attend the Governors Discipline Committee meetings for all primary, children looked after and special educational needs permanent exclusions to make verbal representations, challenging Headteacher's decisions where appropriate. In addition, prevention work with primary schools was taking place through the development of inclusion hubs. The recommendations following the external review of secondary support and provision were being implemented. It was noted that permanent exclusions had started to be monitored termly and that the majority of schools had no permanent exclusions.

Percentage of adults with learning disabilities in employment - the Cabinet Committee were concerned about the length of time it was expected to take to improve this figure; the current performance was 1.96% and the target 3.1%. The Chair requested that a report be brought back to the April meeting with a request that someone from the service attends. In addition, it was requested that the same officer report back to the April meeting on the proportion of adults with learning disabilities who live in their own home – the target figure was 86% but the performance figure was currently 80.9%.

Rosebud loans - it was reported that the Rosebud loans scheme was currently underperforming, which was primarily due to the contract moving to a new delivery partner. The Cabinet Committee noted that the new providers were very pro-active and that this performance figure would be monitored.

Percentage of older people who were still in their own home 91 days after discharge from hospital into reablement/rehabilitation services – our current performance was 82.7% and the target was 87.4%. It was appreciated that this was a high target figure and that more information had been requested on the performance figure. The Extra Care work which was currently ongoing would hopefully improve the performance figure.

Permanent admissions to residential and nursing care homes per 100,000 population aged 65+ - it was noted that the county council had a high number of these permanent admissions. A huge amount of work was being done in relation to this. It was appreciated that families often chose residential care as the first option.

Number of working days per full time equivalent lost to sickness absence - there was lots of work ongoing to address this and to reduce this figure (12.28 days). Further detail was requested on both short term and long term absences. Mike Kirby, Director of Strategy and Performance reported that Directors were focussing on sickness absence and that they were working across all services through Staff Surveys, looking at the 3/4 main reasons for sickness absence. Work with managers was also underway on supporting people when they returned to work. There was also more support for people on long term sickness. Separate figures were requested for people working from home and those working in the office and information on whether sickness absence was higher in particular service areas. A further report was requested on this.

Resolved: The Cabinet Committee on Performance Improvement noted the performance against the indicators.

6. Urgent Business

There were no items of Urgent Business.

7. Date of Next Meeting

The next meeting of the Cabinet Committee on Performance Improvement would be held at 2.00pm on Thursday 30th April 2020 in Committee Room B – The Diamond Jubilee Room, County Hall, Preston.

8. Notice of Intention to Conduct Business in Private

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

9. Exclusion of the Press and Public

Resolved: That under Section 100A(4) of the Local Government Act 1972, the press and public should be excluded from the meeting during consideration of the following item of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraphs of Part I of Schedule 12A to the Local Government Act 1972, and that in all the

circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

10. Update Report on the Performance of Lancashire County Council's Waste Processing Facilities

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

Information was provided to the Cabinet Committee on the following:

- Residual waste – production of refuse derived fuel;
- Residual waste – mass loss operations;
- Residual waste performance summary;
- Recyclables – Materials Recovery Facility;
- Transport contract;
- Financial summary;
- Service challenge; and
- Governance.

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

L Sales
Director of Corporate Services

County Hall
Preston

Cabinet Committee on Performance Improvement

Meeting to be held on Thursday 10 September 2020

Part I

Electoral Division affected:
(All Divisions);

Corporate Strategy Monitoring report – Quarter 4 2019/20 Performance Monitoring and Quarter 1 2020/21 Updates

(Appendices 'A' & 'B' refers)

Contact for further information:

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Executive Summary

Performance indicators, associated targets and other relevant annual performance reports were agreed by Cabinet on 6 February 2020, against the 5 objectives of the Corporate Strategy, following consultation and review with Internal Scrutiny and the Cabinet Committee on Performance Improvement.

Monitoring against these indicators was agreed to form the content of future quarterly corporate performance monitoring reports to the Cabinet Committee on Performance Improvement.

The first monitoring report against these indicators was presented to the Cabinet Committee on Performance Improvement on 19 February 2020.

Due to the impact of the COVID-19 pandemic, the Cabinet Committee has not met since the February 2020 meeting.

Appendix 'A' sets out quarter 4 2019/20 monitoring, along with quarter 1 2020/21 performance updates where available, against the indicators agreed by Cabinet.

In addition, summary documents detailing some of the major interventions and impacts of the COVID-19 pandemic across Public Health & Wellbeing, Adults and Children's services is set out at Appendix 'B'.

Recommendation

The Cabinet Committee on Performance Improvement is asked to note and comment on the performance against the indicators set out in Appendix 'A', and the COVID-19 summary document at Appendix 'B'.

Background and Advice

Quarter 4 2019/20 monitoring, along with quarter 1 2020/21 performance updates where available, against the indicator agreed by Cabinet to monitor the delivery of the corporate strategy are set out in Appendix 'A', and attention is drawn to the following key areas of performance.

Highlights of good performance includes:

Lancashire will be the place to live:

- Safety carriageway defects repaired within 4 hours (emergency)
- Safety carriageway defects repaired within 20 working days (non-urgent repairs)
- Number of Traffic Management lamp-out faults repaired within the 20 working days
- Percentage of children looked after who are actually living in Lancashire
- SEND Pupils Average Attainment 8 Score at KS4 (2019 results)

Lancashire will be the place to work:

- Number of e-downloads (via libraries)
- Percentage of young people in employment education or training
- Percentage of young people in education or training (ET) SEND pupils

However, indicators performing below the desired level include:

Lancashire will be the place to live:

- Safety carriageway defects repaired within 2 working days (urgent repairs)
- Percentage of Looked After Pupils reaching the expected standard in Reading, Writing and Maths at KS2 (2019 results)
- Looked After Pupils Average Attainment 8 Score at KS4 (2019 results)
- Percentage of SEND pupils reaching the expected standard in Reading, Writing and Maths at KS2 (2019 results)

Lancashire will be the place where everyone acts responsibly:

- Number of working days per full time equivalent lost to sickness absence

In addition, the impact of the COVID-19 pandemic has had a detrimental effect on the performance of the following indicators:

Lancashire will be the place to live:

- Number of Non-Traffic Management lamp-out faults repaired within 5 working days
- Percentage of Health Checks undertaken

Lancashire will be the place to work:

- Number of visits to libraries
- Number of People's network sessions in Libraries
- Number of library events organised and attendance
- Number of volunteers in Libraries
- Percentage of adults with learning disabilities in employment
- Number of jobs created by Boost
- New businesses established by Boost

In addition, Appendix 'B' to this report is a summary document detailing some of the major interventions and impacts of the COVID-19 pandemic across Public Health & Wellbeing, Adults and Children's services.

Consultations

N/A

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 |
|-------|------|-------------|
|-------|------|-------------|

N/A

Reason for inclusion in Part II, if appropriate

N/A

Corporate Strategy Key Performance Indicators

Lancashire will be the place to live

Key for performance:

| | | |
|---------------|------------------------------|----------------------|
| On track/good | Slightly below desired level | Requires improvement |
|---------------|------------------------------|----------------------|

| Performance Indicator | Frequency | Directorate | Good is | 2018/19 (Oct18-March19)* | 2019/20 Performance | Current Performance Q1 (April-June 2020) | 2020/21 Target |
|--|-----------|---------------------------------|---------|---|---------------------|--|---------------------------|
| Safety carriageway defects repaired within 4 hours (emergency) | Quarterly | Growth, Environment & Transport | High | 96.30% | 92.63% | 96.88% | 95% |
| Safety carriageway defects repaired within 2 working days (urgent) | Quarterly | Growth, Environment & Transport | High | 92.33% | 92.02% | 84.82% | 95% |
| Safety carriageway defects repaired within 5 working days (non-urgent) | Quarterly | Growth, Environment & Transport | High | 81.22% | 86.06% | 87.32% | 90% |
| Safety carriageway defects repaired within 20 working days (non-urgent) | Quarterly | Growth, Environment & Transport | High | 95.90% | 94.29% | 98.57% | 90% |
| Average number of working days to repair an LCC street lighting fault (including traffic management) | Quarterly | Growth, Environment & Transport | Low | 6.71 (2018/19) | 6.31 | Measure replaced – see below. | 5 days |
| No of Non-Traffic Management (NTM) faults repaired within 5 working days | Quarterly | Growth, Environment & Transport | High | New quarterly measures starting from Q1 2020/21 | | 81.95% | 90% within 5 working days |

Corporate Strategy Key Performance Indicators

| Performance Indicator | Frequency | Directorate | Good is | 2019/20 Performance | Current Performance Q1 (April-June 2020) | 2020/21 Target |
|---|-----------|---------------------------------|---------|---|--|----------------------------|
| No of Traffic Management (TM) lamp-out faults repaired within 20 working days | Quarterly | Growth, Environment & Transport | High | New quarterly measures starting from Q1 2020/21 | 100% | 90% within 20 working days |

**In August 2018, a new highways defects repair policy was implemented, meaning that reporting changed in accordance with that policy from Sep 2018. Therefore data for two quarters have been provided for comparative analysis.*

Safety carriageway defects. During the first few months of 2020 there was an increased number of potholes due to the severe wet winter weather and storms Ciara and Dennis. Following lockdown due to Covid-19, the usual maintenance programme was suspended except for emergency works including some defects. Staff were deployed to other county council services to assist with their emergency plans. Although the service is now operating normally, whilst working within Covid-19 safety guidelines, this has affected the performance against the targets towards the start of the period.

Street lighting fault repair. A proposal was made to the Highways Infrastructure Asset Management Strategy Board (HIAMSB) to change the way the street lighting Key Performance Indicator is calculated and reported. The proposal was agreed and as a result the new Street Lighting KPI is now more closely aligned with the Highway Defect KPI report. Highways Asset team are in the process of drafting a cabinet report setting out its proposals for Transport Asset Management Plan (TAMP) Phase 2. As detailed in the table above the indicator will now be split into 2 measures regarding lamp-out faults requiring traffic management arrangements and those not requiring traffic management.

The service has advised that the most significant impacts of the pandemic on service delivery, which have affected performance were:-

- Initial delays in repairs while new risk assessments were put in place to reduce the risks to staff and the public
- Initial delays due to reduced vehicle repair support and the provision of additional hired vehicles to meet the new distancing requirements
- Ongoing delays with limited access to streetlights, due to the significant increase in vehicles parked in residential streets (this was due to furloughed and homeworking residents)
- Delays due to mobile devices not working as effectively because of home working and reduced onsite support (particularly around the software update)
- Additional faults due to delays in the LED replacement programme resulting in more faults than planned on equipment that has not yet been replaced

Corporate Strategy Key Performance Indicators

| Performance Indicator | Frequency | Directorate | Good is | 2018/19 Performance | 2019/20 Performance | Current Performance Q1 (April- June 2020) | 2020/21 Target |
|--|-----------|---------------------------------|---------|---------------------|---------------------|---|-------------------------------|
| Percentage of recycling, reuse and composted | Quarterly | Growth, Environment & Transport | High | 44.6% | 45% | 42%* | 50% (current national target) |

**New measure and is a narrower version of the old measure (NI192). The difference is that this 'waste from household' measure excludes local authority collected waste types not considered to have come directly from households, such as street bins, street sweepings, parks and grounds waste, and from compost-like output (CLO) from Mechanical Biological Treatment (MBT) plants.*

Recycling. Recycling collected as a percentage of overall waste arising, remains suppressed, the largest falls being reported across our recycling centres. This is due to the initial closures in April 2020, followed by a phased re-opening, with residents being asked to attend by pre-booked appointment only and with limits on what waste types could be accepted. Doorstep collected recyclable material has seen considerable increases over these first three months (March- June), which is understandable under current lock down restrictions with many residents still continuing to work from home. Doorstep collected residual material has also increased along with reductions in trade waste collections down by around 20%. In terms of the processing of residual waste at Thornton and Leyland Waste Treatment Facilities, the plants remain operating at full capacity (though with slightly reduced staff) including full transport functionality, with anticipated output tonnes consistent with last year.

| Performance Indicator | Frequency | Directorate | Good is | 2018/19 | Q2 | Q3 | Q4 | Current Performance Q1 (April- June 2020) | 2020/21 Target |
|---|-----------|-----------------------------------|---------|---------|-----------------------|-----------------------|-----------------------|---|----------------|
| Percentage of children and young people who received targeted early help support from Children and Families Wellbeing service which successfully met their identified needs | Quarterly | Education and Children's Services | High | N/A | 64% (3 month average) | 66% (3 month average) | 60% (3 month average) | 60% (3 month average) | 66% |

Corporate Strategy Key Performance Indicators

| Performance Indicator | Frequency | Directorate | Good is | 2018/19 Performance | Q2 | Q3 | Q4 | Current Performance Q1 (April-June 2020) | 2020/21 Target |
|---|-----------|-----------------------------------|---------|---------------------|-------|-------|-------|--|----------------|
| Percentage of children looked after who are actually living in Lancashire | Quarterly | Education and Children's Services | High | 77.5% Mar 2019 | 76.8% | 78.8% | 79.9% | 80.9% | 80% |

Children and Families Wellbeing Service. The percentage of children and young people who received targeted early help support from Children and Families Wellbeing (CFW) service which successfully met their identified needs has decreased over quarter 4 and quarter 1 to 60% and is off target.

Since the start of the Covid-19 pandemic and the need to adhere to stricter measures in regard to social interaction and the 'stay at home' guidance, CFW stepped back from the normal operating model of delivering support from its Neighbourhood Centres and remodelled the service offer to deliver support through "digital" and "remote" platforms. It is important to note that CFW continues to support vulnerable families through case work support with contact being maintained in accordance with Covid-19 guidance by telephone, skype, WhatsApp etc. – and through home visits where necessary in high needs cases subject to prior risk assessment. Whilst the service has retained a high level of contact with children, young people and families during this period, the current Covid-19 situation has impacted on performance. This is anticipated to improve as the services progresses with its recovery plans and the re-opening of 21 Neighbourhood Centres (by September).

Looked after children actually living in Lancashire. Percentage of children looked after who are actually living in Lancashire is at a relatively high level and is above the 2020/21 target (80%).

| Performance Indicator | Frequency | Directorate | Good is | 2018/19 Performance | Q1 | Q2 | Latest Performance | 2020/21 Target |
|---|-----------|-----------------------------------|---------|---------------------|----|----|--------------------|----------------|
| Percentage of Looked After Pupils reaching the expected standard in Reading, Writing and Maths at KS2 | Annual | Education and Children's Services | High | 39% (2017/18) | - | - | 31% (2018/19) | 35% |

Corporate Strategy Key Performance Indicators

| Performance Indicator | Frequency | Directorate | Good is | 2018/19 Performance | Q1 | Q2 | Latest Performance | 2020/21 Target |
|---|-----------|-----------------------------------|---------|---------------------|----|----|--------------------|----------------|
| Looked After Pupils Average Attainment 8 Score at KS4 | Annual | Education and Children's Services | High | 18.2 (2017/18) | - | - | 16.6 (2018/19) | 18.9 |
| Percentage of SEND pupils reaching the expected standard in Reading, Writing and Maths at KS2 | Annual | Education and Children's Services | High | 21% (2017/18) | - | - | 20% (2018/19) | 25% |
| SEND Pupils Average Attainment 8 Score at KS4 | Annual | Education and Children's Services | High | 31.8 (2017/18) | - | - | 32.5 (2018/19) | 32 |

Key Stage 2. Performance of Lancashire Looked After pupils at Key Stage 2 (KS2) declined during 2018 / 19 and was 4 percentage points below target. Data published by the Department for Education (DfE) for the period 2018/19 indicated that 31.0% of Looked after pupils achieved the expected standard in Reading, Writing and Maths at KS2 in Lancashire which was 6 percentage points below the national (37.0%), as well as below that of statistical neighbours (36.8%) and the regional (38%) averages. Lancashire is positioned in the 4rd quartile nationally against this indicator. This remains 4 percentage points off the target of 35% set for 2020/21. Virtual School staff continue to monitor carefully the progress of all children looked after through the termly Personal Education Plans (PEPs) and work closely with schools where progress of pupils is a concern.

Performance of SEND pupils at KS2 dropped and was off target. Recent data published by the Department for Education (DfE) for the period 2018/19 suggests 20% of SEND achieved the expected standard in Reading, Writing and Maths at KS2. The Lancashire average was also lower compared to the national (25%), statistical neighbour (24.2%) and the regional (24%) averages. Lancashire is positioned in the 4rd quartile nationally against this indicator. This remains off the target of 25% set for 2020/21. Close working between School Improvement and SEN Inclusion continues to raise the profile of SEND outcomes, through head teacher and governing body briefings, and via SENCO training. Local area education priority planning for 2020-21 will focus on addressing pockets of underperformance by vulnerable groups, including those with SEND.

Corporate Strategy Key Performance Indicators

Key Stage 4. Performance of Lancashire Looked After pupils at Key Stage 4 (KS4) declined during 2018/9 and was 2.3 percentage points below target. Recent data published by the Department for Education (DfE) for the period 2018/19 suggests Looked after pupils Average Attainment 8 Score at KS4 was 16.6. The Lancashire average remained lower compared to the national (19.2), statistical neighbour (20.6) and the regional (18.8) averages. Lancashire is positioned in the 3rd quartile nationally against this indicator and ranked 104 of 154. This remains off the target of 18.9 set for 2020/21.

Performance of SEND pupils at Key Stage 4 (KS4). Recent data published by the Department for Education (DfE) for the period 2018/19 suggests SEND pupils Average Attainment 8 Score at KS4 was 32.5. The Lancashire average was similar to the national (32.6), and statistical neighbour (32.5) averages but higher than the regional (31.2). Lancashire is positioned in the 2nd quartile nationally against this indicator and ranked 67 of 154. The latest figure is above the target of 32 set for 2020/21.

| Performance Indicator | Frequency | Directorate | Good is | 2017/18 | 2018/19 | - | 2019-20 | 2020/21 Target |
|--|-----------|-----------------------------------|---------|------------------|------------------|---|------------------|---------------------|
| Percentage primary pupils offered one of top three preferences | Annual | Education and Children's Services | High | 97.9% (April 18) | 97.9% (April 19) | - | 97.1% (April 20) | Maintain Quartile 2 |
| Percentage secondary pupils offered one of top three preferences | Annual | Education and Children's Services | High | 95.9% (March 18) | 95.3% (March 19) | - | 95.3% (April 20) | Maintain Quartile 2 |

School placements. The updated school placements data suggest Lancashire performance remains on target in relation to pupils being offered one of top three preferences at primary and secondary level with both indicators maintaining quartile two positioning nationally.

Lancashire will be the place to live

| Performance Indicator | Frequency | Directorate | Good is | 2018/19 Performance | 2019/20 Performance | Current Performance Q1 (April- June 2020) | 2020/21 Target |
|---|-----------|--|---------|--|--|---|---|
| Percentage of health checks undertaken of quarterly target number offered | Quarterly | Adults Services and Health and Wellbeing | High | 73.6% Uptake (Full Year Position 52,226 of 70,987) | 59.7% Uptake (Full year position 42,009 of 70,410) | N/A | 75% |
| Percentage of health checks undertaken of all offered (year to date) | Quarterly | Adults Services and Health and Wellbeing | High | 50.1% Uptake (52,266 of 104,229) | 37.0% Uptake (42,009 of 113,617) | N/A | 58% uptake of all offered Health checks |

Health Checks. Delivery is mainly through GP practices in primary care, with a small amount of provision from other commissioned services in workplaces and in community settings.

The health check has to be delivered in a face to face situation, and as such has been adversely affected by the Covid-19 pandemic. GP surgeries generally prioritised other activity and it became very difficult to deliver health checks in a Covid-safe way. Similarly the general population tended to avoid GP surgeries for all but essential visits.

Consequently the impact on the number of health checks delivered has been significant. GP delivery ceased in February 2020, half way through what is generally the busiest quarter of the year. This resulted in a reduction of approximately 8,000 health checks compared to a normal year.

The number of invitations for a health check were high (113,617 against eligible population 70,410). This practice generally results in increased numbers of health checks delivered, although the reduction in actual delivery this year results in an apparently poor percentage outcome. Although below target our performance is still considered relatively good when compared nationally.

Corporate Strategy Key Performance Indicators

| Performance Indicator | Frequency | Directorate | Good is | 2018/19 Performance | 2019/20 Performance | Current Performance Q1 (April- June 2020) | 2020/21 Target |
|--|-----------|--|---------|---------------------|---------------------|---|----------------|
| Percentage of adults and older people whose desired safeguarding outcomes are fully met | Quarterly | Adults Services and Health and Wellbeing | High | 66.6% | 63.0% | 61.9% | 70.3% |
| Percentage of Care homes in Lancashire rated as Good or Outstanding – all Care Home provision (LCC and non-LCC maintained) | Quarterly | Adults Services and Health and Wellbeing | High | 83.1% | 84.8% | 84.5% | 83.5% |
| Percentage care providers in the community rated as Good or Outstanding - all Community Based provision (LCC and non-LCC maintained) | Quarterly | Adults Services and Health and Wellbeing | High | 94.5% | 94.2% | 94.3% | 96% |

Safeguarding outcomes. There has been a continued decrease in the proportion of people whose have indicated that their safeguarding outcomes were fully met, with the 2019/20 performance dropping to 63.0%, and as at quarter 1 of 2020/21, this has continued to drop to 61.9% however, over 96% of safeguarding outcomes are fully /partially achieved. The apparent decrease in performance is due primarily to a change in processes and the system of recording, which is being reviewed.

Quality of care homes. The proportion of care homes across Lancashire rated as good or outstanding continues to be better than national performance. Twenty of the twenty four (84%) Lancashire County Council maintained care homes are rated as 'Outstanding' or 'Good'. The four that are currently not CQC validated at operating at this level are Castleford, Cravenside, Dolphinlee, and Woodlands. Inspections of care homes have significantly decreased across the Country following the Covid-19 pandemic.

Quality of community service providers. The proportion of community care providers rated as good or outstanding across Lancashire remains better than national performance. All 9 (100%) of Lancashire County Council maintained community care providers are rated as 'Outstanding' or 'Good'. Inspections of community service providers have significantly decreased across the Country following the Covid-19 pandemic.

Corporate Strategy Key Performance Indicators

Lancashire will be the place to work

| Performance Indicator | Frequency | Directorate | Good is | 2019/20 Performance | Q3 (2019/20) | Q4 (2019/20) | Current Performance Q1 (April-June 2020) | 2020/21 Target |
|---|-----------|-----------------------------------|---------|---------------------|--------------|--------------|--|----------------|
| Number of visits to libraries (annual cumulative indicator) | Quarterly | Education and Children's Services | High | 3,486,877 (2019/20) | 841,582 | 847,991 | 3,977 | 4,000,000 |
| Number of PNET sessions (annual cumulative indicator) | Quarterly | Education and Children's Services | High | 504,007 (2019/20) | 122,650 | 114,656 | 3,536 | 621,000 |
| Number of library events organised and attendance (annual cumulative indicator) | Quarterly | Education and Children's Services | High | 11,718 (2019/20) | 2,058 | 5,524 | 0 | 8,400 |
| Number of e-downloads(annual cumulative indicator) | Quarterly | Education and Children's Services | High | 353,007 (2019/20) | 89,015 | 105,490 | 162,041 | 293,908 |
| Number of volunteers in Libraries (annual cumulative indicator) | Quarterly | Education and Children's Services | High | 677 (2019/20) | 525 | 677 | 32 | 600 |

Use of Libraries. All libraries were closed by 23rd March as part of the Covid-19 measures. As part of a phased reopening plan, the Harris Library in Preston opened, with limited services, from 11th July and 12 other library sites were reopened on the 27th July, again with limited services and with an appointment system for visitors, which has restricted footfall. The proposed phased reopening schedule will continue with a further 14 libraries reopening on 19th August and 8 more on 22nd August. Services and opening times will gradually be increased, with PNET

Corporate Strategy Key Performance Indicators

computers becoming available from 17th August by appointment and subject to social distancing rules. It is hoped to have 41 libraries open and operating to normal opening hours by 7th September.

People's network (PNET) sessions The number and usage of Electronic Workstations (PNETs) available in libraries has been affected as we have completed an upgrade of hardware and software, following analysis of usage to ensure provision will meet demand and coupled with improvements in Wi-Fi provision to encourage users to bring in their own devices. These improvements and the overall investment to update IT is very significant in terms of expenditure on library services.

e-downloads: Since restrictions due to Covid-19 measures were first announced, the eBook service has seen significant increase in registered members and usage

Volunteers in libraries, during closure some Home Library Service volunteers signed up to be telephone befrienders and were able to continue to operate.

| Performance Indicator | Frequency | Directorate | Good is | 2018/19 Performance | Q1 | Q2 | Latest Performance | 2020/21 Target |
|---|-----------|-----------------------------------|---------|----------------------------------|---------------------------------|----|--------------------|-----------------------------------|
| Percentage of young people in employment education or training (EET) | Quarterly | Education and Children's Services | High | 89.9% (Dec 2018 - Feb19 average) | 93% (Dec 2019 – Feb 20 average) | | 93% (June 2020) | 94.7% (Dec 2020-Feb 2021 average) |
| Percentage of young people in education or training (EET) SEND pupils | Annual | Education and Children's Services | High | 83.5% (March 2018) | 85.4% (March 2019) | | 89.1% (March 2020) | 86% |

Employment Education or Training (EET) – There have been significant improvements in the number of 16/17 year olds in EET. In July 2020 93.2% of total 16/17 year olds were EET compared with 91.5% in July 2019.

Percentage of young people in education or training (EET) SEND pupils - At the end of July 2020, there were 89.3% 16/17 year olds SEND pupils with a recorded status of in education or training. This is a significant improvement on July 2019 (87%).

The number of children looked after aged 16/17 year olds stands at 72% in employment education and training with 24.1% (76 young people) classed as NEET in July 2020. In 2019 the EET figure for July stood at 74% with 21% NEET (74 young people). These figures are reflective of the time of year, with numbers declining in autumn as placements are confirmed.

Corporate Strategy Key Performance Indicators

Significant improvement has been made in reducing the numbers of young people whose next step /placement is unknown which has fallen from 6.8% (1731 young people) in 2019 to 3.9% (992) in 2020, and for SEND from 8.6% (79 young people) in 2019 to 1.8% (18 young people) in 2020. These improvements are due to better NEET tracking and intervention, which include establishing closer links with internal teams who work with vulnerable young people, such as the Inclusion Service, the Virtual School and Youth Offending Team (YOT).

The quality of data has improved for young people in these vulnerable groups. Increased engagement with the secondary and post 16 sector in Lancashire has improved the timeliness of the information received from them. A Tracking Guidance document has been produced and shared, reiterating the statutory duties of both the authority and the education providers and data sharing agreements have been issued to these providers to improve performance going forward. In addition there has been more effective working with other local authorities to ensure the accuracy of data in terms of young people moving into and out of the county.

| Performance Indicator | Frequency | Directorate | Good is | 2017/18 Performance | 2018/19 Performance | Q1 | Q2 | Latest Performance | 2020/21 Target |
|---|-----------|-----------------------------------|---------|---------------------|---------------------|----|----|-----------------------------------|----------------|
| Proportion of children excluded from school | Quarterly | Education and Children's Services | Low | 0.18% (2017/18) | 0.19% (2018/19) | - | - | 0.14% (Provisional 2019/20) | 0.09% |

Exclusions. Recent data published by the Department for Education confirms there were 329 permanent exclusions during 2018/19 period in Lancashire schools. This equates to a rate of 0.19% and is an increase on 2017/18 (0.18% or 324 exclusions) and was above the national (0.09%) and regional rates (0.12%). However recent provisional internal data suggests there were 235 permanent exclusions during 2019/20 academic year, equating to a rate of 0.14%, suggesting a significant reduction and performance being closer to the target of 0.09% set for 2020/21. The more recent data should be treated with caution as a number of pupils would not have attended schools during the Covid-19 pandemic period impacting the figures.

Members of the Pupil Access Team will continue to make written representations to governors disciplinary committees of maintained schools. Advisors, the Alternative Provision Officer and Pupil Access will continue to offer advice and alternative strategies to schools to avoid exclusion and advise on compliance with statutory guidance. Pupil Access officers have recently undertaken to attend the Governors Discipline Committee meetings for all primary, children looked after and special educational needs permanent exclusions to make verbal representations, challenging head teacher's decisions where appropriate.

Prevention work with primary schools is taking place through the development of inclusion hubs. The recommendations following the external review of secondary support and provision are being implemented.

Corporate Strategy Key Performance Indicators

| Performance Indicator | Frequency | Directorate | Good is | 2018/19 Performance | 2019/20 Performance | Current Performance Q1 (April-June) | 2020/21 Target |
|---|-----------|--|---------|---------------------|---------------------|-------------------------------------|----------------|
| Percentage of adults with learning disabilities in employment | Quarterly | Adults Services and Health and Wellbeing | High | 1.70% | 2.02% | 2.03% | 3.1% |

Adults with learning disabilities in employment – Although the proportion of adults with learning disabilities in employment has risen since 2018/19 through to 2019/20 and continuing to do so in to 2020/21 this is still considerably under target and under the national benchmark of 5.9%. The Internal deployment of staff and identifying elements of the council workforce with capacity during the Covid-19 pandemic have impacted on the number of adults with learning disabilities being able to be introduced to a working environment.

Lancashire will be the place to prosper

| Performance Indicator | Frequency | Directorate | Good is | Q1 (April 19 – June 19) | Q2 (July19-Sep19) | Q3 (Oct19-Dec19) | Q4 (Jan20-March20) | Current Performance Q1 (April-June) | Target |
|--|-----------|---------------------------------|-----------|------------------------------------|-----------------------------|------------------------------|------------------------------|-------------------------------------|---|
| Number of Rosebud loans provided to new or existing businesses | Quarterly | Growth, Environment & Transport | On target | Indicator measured from July 2019. | £100,000 - 1 investment | £155,000 - 4 investments | £1,581,000 - 9 Investments | £310,000- 2 investments | 5 year target is £11.25m covering 150 investments (July 2019 - June 2024) |
| Number of jobs created by Boost | Quarterly | Growth, Environment & Transport | On target | 19.94 jobs - Target 25 | 117.63 jobs - Target 50 | 164.44 - Target 120 | 242.22- Target 110 | 12.33 - Target 143 | 1,000 jobs target (Jan 2019 - Dec 2022) |
| New businesses established by Boost | Quarterly | Growth, Environment & Transport | On target | 22 new businesses -Target 25 | 30 new businesses Target 30 | 29 new businesses- Target 20 | 25 new businesses- Target 25 | 3 new businesses- Target 15 | 200 new businesses Jan 2019 - Dec 2022 |

Rosebud loans scheme was renewed in July 2019 with £2.25m to be invested each year for the next 5 years, covering 30 investments. The scheme will run from 1st July 2019 to 30th June 2024. A slow start in terms of identifying new investments was initially attributable to the change of fund managers and the need to establish a new pipeline of prospective investments. Performance began to catch up in quarter three with Rosebud tapping into some renewed confidence from businesses bring forward new investment projects. The Covid pandemic acted in two ways to slow demand again. Firstly business was slowed by pressure on both demand for products and on the ability of businesses suppliers to meet orders. As business recovery measures were put in place, the availability of Coronavirus Business Interruption Loan Scheme (CBILS) and Bounce Back loans crowded out some potential Rosebud activity.

Corporate Strategy Key Performance Indicators

Number of jobs created. The target for Jan 2019 to December 2022 is 1,000. There are different targets for each quarter dependent on activity performance rising over the course of the metric to meet the target. Performance in quarter 1 2020/21 with just 12 jobs created was markedly lower than the rate for the previous four quarters. This can partially be attributed to businesses starting to respond to Covid-19, with their focus moving from growth to survival.

New Businesses established. Similarly we also saw the rate of start up's being established by Boost crash in quarter 1 20/21. Obviously, with the exception of some health and digital markets, the pandemic does not provide a positive environment for the majority of new business starts.

| Performance Indicator | Frequency | Directorate | Current Performance |
|----------------------------------|-----------|---------------------------------|--|
| Sustainable transport and travel | Annual | Growth, Environment & Transport | Annual Report – schedule to be confirmed |

Lancashire will be the place to visit

| Performance Indicator | Frequency | Directorate | Current Performance |
|--|-----------|-----------------------------------|---|
| Number of visitors to Lancashire | Annual | Growth, Environment and Transport | Targets being reviewed as part of a new tourism growth strategy. Annual Report – scheduled to be confirmed. |
| The economic impact of visitors to Lancashire | Annual | Growth, Environment and Transport | |
| Full Time Equivalent jobs supported by the visitor economy | Annual | Growth, Environment and Transport | |

Lancashire will be the place where everyone acts responsibly

| Performance Indicator | Frequency | Directorate | Good is | 2018/19 | 2019/20 | Current Performance Q1 (April – June 2020) | 2020/21 Target |
|---|-----------|--|---|---------|---------|--|----------------|
| Improving our population's health and wellbeing | Annual | Adults Services and Health and Wellbeing | Annual Report – report scheduled for a future CCPI meeting (to be confirmed). | | | | |
| Percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services | Quarterly | Adults Services and Health and Wellbeing | High | 82.6% | 84.3% | 82.6% | 87.4% |
| Proportion of adults with learning disabilities who live in their own home | Quarterly | Adults Services and Health and Wellbeing | High | 84.1% | 82.1% | 81.8% | 86% |
| Proportion of adults and older people receiving long term services who are supported in the community | Quarterly | Adults Services and Health and Wellbeing | High | 70.3% | 69.7% | 71.5% | 72% |
| Permanent admissions to residential and nursing care homes per 100,000 population aged 18-64 during the year | Quarterly | Adults Services and Health and Wellbeing | Low | 16.4 | 15.2 | 13.8 | 13.6 |

Corporate Strategy Key Performance Indicators

| Performance Indicator | Frequency | Directorate | Good is | 2018/19 | 2019/20 | Current Performance Q1 (April – June 2020) | 2020/21 Target |
|--|-----------|--|---------|---------|---------|--|----------------|
| Permanent admissions to residential and nursing care homes per 100,000 population aged 65+ during the year | Quarterly | Adults Services and Health and Wellbeing | Low | 711.9 | 672.6 | 565.6 | 600-680 |

Percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services – the number of citizens who are still at home 91 days after discharge was at 84.3% at the end of 2019/20, as at quarter 1 of 2020/21 it was at 82.6%, this has stayed consistent over the past couple of years, and is performing above the national average of 82.4%. However, performance is still below the target identified.

Proportion of adults with learning disabilities who live in their own home – Performance at Quarter 1 has continued on the downward trend and is now 4% below the planned target, performance is also down on the 2019/20 end of year position. Although as a Council we are performing higher than the national average which is 77.4%.

Proportion of adults and older people receiving long term services who are supported in the community – Performance has improved by the end of the 2019/20 year and is still increasing in quarter 1 of 2020/21 to almost hitting the target at 71.5%.

Permanent admissions to residential and nursing care homes per 100,000 population aged 18-64 during the year – The trend is reducing and we are now in-line with the national average. This needs to be monitored to understand the impact that the Covid-19 pandemic has on this performance measure.

Permanent admissions to residential and nursing care homes per 100,000 population aged 65+ during the year – The quarter 4 position shows a significant improvement in performance, which is continuing into quarter 1 of 2020/21, and around the national average 580.0, and is better than the North West average of 723.5. The 2017/18 Better Care Fund target of 734.2 is also being achieved. Performance has benefited from the 'Passport to Independence' practice improvements and focussed service challenge initiatives which are expected to continue to improve performance. Again this measure will be affected by the Covid-19 impact on nursing and care homes admissions.

Corporate Strategy Key Performance Indicators

| Performance Indicator | Frequency | Directorate | Good is | 2018/19 Performance | 2019/20 Performance | Current Performance Q1 | 2020/21 Target |
|--|-----------|---|---|------------------------------------|--|--|-------------------|
| Number of working days per full time equivalent lost to sickness absence | Quarterly | Chief Executive and Director of Resources | Low | Jan to Dec 2018 12 days per FTE | Apr 2019 to March 2020 12.39 days per FTE | July 2019 to June 2020 12.21 days per FTE | 9.83 days per FTE |
| Revenue forecast outturn % variance to budget | Quarterly | Chief Executive and Director of Resources | Low | -2.52% | 0.22% | 0.44% | 0 |
| Proportion of budget supported by reserves | Annual | Chief Executive and Director of Resources | Annual Statement – schedule to be confirmed | | | | |
| Progress on the apprenticeship levy | Annual | Chief Executive and Director of Resources | Annual Report – schedule to be confirmed | | | | |
| Audit report | Annual | Chief Executive and Director of Resources | Annual Statement – schedule to be confirmed | | | | |
| Progress on organisational development | Annual | Chief Executive and Director of Resources | Annual Report – schedule to be confirmed | | | | |

Revenue forecast outturn % variance to budget. It should be noted that the volatility being presented by the financial impact of the current emergency is likely to influence this metric significantly.

Sickness absence although the most recent authority wide rolling year data shows a small decrease for the period July 2019 – June 2020 compared that previously reported for April 2019 – March 2020. Further analysis demonstrates that there has been an increase in June compared to the previous month. Some of the increase can be attributed to Covid-19 related absences. Prior to lockdown the number of absence briefings on short term, long term and disability related absences, across a range of service areas had been arranged. Mental Health remains the top absence reason across the council accounting for over 36% of all absences, a targeted approach to managers for absences relating Mental Health has been implemented. This is to promote early intervention for employees so they are provided with additional sources of support at the earliest opportunity.

Public Health and Wellbeing

The Director of Public Health has been leading the public health response to the COVID-19 pandemic in Lancashire.

The team has been central to the wider Local Resilience Forum response, supporting the organisation and statutory / VCFS partners in delivering interventions designed to manage and reduce the impact of the pandemic on communities and individuals in Lancashire.

This has involved working closely with Public Health England, supplementing their capacity to support care homes in terms of infection prevention control measures and testing regimes.

Similarly the service continues to work closely with district council colleagues to promote COVID safe premises, implementation of effective outbreak management measures and local testing arrangements; the latter delivered as part of the district level task forces, to increase uptake and reach of testing in those localities where there is a higher incidence of infection. The partnership between district environmental health teams, and the County's trading standards service continues to support prevention messaging through support and guidance, whilst also initiating enforcement action where considered proportionate to the risk.

Throughout the pandemic, the team has worked closely with public health commissioned services such as health visiting/school nursing, drug and alcohol services and sexual health services to support continued service delivery where appropriate and proportionate to risk. Services have quickly developed virtual support mechanisms such as online baby clinics, virtual assessment and treatment reviews in substance misuse services; together with sexually transmitted infection screening utilising postal kits; whilst face to face support has remained in place for the most vulnerable households

Our domestic abuse refuge services have remained staffed and open to new clients throughout, with a new testing pathway developed, together with improved access to mental health support. Similarly there has been exemplary partnership between the tiers of local government, the NHS and VCFS to support the homeless throughout this period, with work ongoing to maintain those links.

Public health providers have also been central to mutual aid response, providing swabbing support into care homes, homelessness & complex needs accommodation and more recently into the community testing stations.

Adult Services

Lancashire County Council's top adult social care priority is to ensure the safe and effective delivery of support and care to those who need it during the COVID-19 pandemic. The following is a summary of some of the major interventions carried out by the county council to meet this priority.

Supporting care homes and other providers

We developed a comprehensive daily tacker so the county council can record all relevant COVID-related information and data on behalf of care homes. The feedback we have received indicates that care providers welcome our interventions and support to alleviate their tremendous burden. We are investing significant organisational resources to identify and address this need, contacting residential and nursing homes and other providers across the county – and setting up a dedicated PPE phone hotline and online ordering pathway – so providers and carers can let us know their needs. Our Contracts and Commissioning teams receive or make literally hundreds of calls to care providers seven days a week, recording current supply levels and exposure to the coronavirus and assessing the exact needs for PPE throughout Lancashire so we could respond as effectively as possible.

The data we receive from care homes and others is translated into useable intelligence that then informs the rapid delivery of PPE where it is needed. Our PPE data "tracker" is supplemented by the council's existing contract management systems as well as detailed online information, advice and guidance, and includes an escalation process for urgent cases.

The county council runs a regular online webinar for providers to promote the latest guidance and policy, supplemented by weekly newsletters and a new dedicated Provider Portal so providers can stay up to date on all the latest developments.

Ensuring supplies of PPE

The county council's Procurement team have sourced, purchased and continue to distribute hundreds of thousands of sets of PPE to health and care providers across Lancashire during the current crisis. As of 1 July, 3,264,000 items of PPE have been issued to the wider care market, responding to 2,450 requests since 10 April, with an average of 35 requests a day. With the help of our transport colleagues 95% of requests are delivered by the next working day and more than half delivered the same day as requested. In addition, 1.5 million items of kit has been issued to our internal services, mainly Adult Social Care

Infection Prevention and Control (IPC)

Our IPC nurses contact care homes to provide advice and discuss the systems put in place to ensure the safety of residents. The information homes provide is recorded with a suggested date for a follow-up call by clinical and nursing staff to reinforce all necessary IPC standards with ongoing support from our specialist nurses. Our IPC team can escalate cases if they feel additional specialists are required for additional

support. Our Care Homes Admission Policy emphasises guidance and best practice on keeping as many homes as possible free from the virus and, where infection has already occurred, on controlling and preventing the virus from spreading further. This is further supported by a structured testing programme.

Expanding the social care workforce

We worked rapidly to develop a systematic approach to supporting and expanding our adult social care workforce through the pandemic, allowing the sector to acquire both paid and volunteer resources from a range of inter-connected pathways aimed at delivering the right care to more people, at the right place and time. This includes:

- The Lancashire Temporary Staffing Agency (LTSA), created to provide a short-term paid resource to the care sector for both internal services and externally.
- Internal deployment of staff and identifying elements of the council workforce with capacity.
- Volunteer pathways, working with Community Hubs and the Lancashire Volunteer Partnership to offer support for activities such as collecting medication, shopping and phone calls to vulnerable people.
- Continuing to advertise roles within adult social care and recruiting agency staff with streamlined processes and centralisation of ancillary activities like background checks and references.
- Working with educational establishments to tap into students on health and social care courses interested in gaining experience through our auxiliary workforce. Any interested individuals would be directed towards the LTSA.

We are also supporting staff with information, guidance on support on wide range of issues to support their health and wellbeing and ensure safe and effective home working.

Funding

COVID-19 is imposing significant new pressures on the social care sector and Lancashire County Council has responded in a number of ways to support providers, including support to meet the extra costs of staffing, PPE, extended service hours and transport costs. We have committed to provide £7.3m in financial support for their extra costs.

Conclusion

While the county council has taken the lead on a number of these interventions, each has been progressed under the auspices of the endorsed by the Lancashire Resilience Forum (LRF), who have fully supported and endorsed our actions to support the care sector. We will continue to collaborate with partners across the local health and social care system to provide high quality and safe social care to people throughout the pandemic and beyond.

Education and Children's Services

Impact of COVID-19 pandemic on demand

Soon after the COVID-19 pandemic lockdown period commenced, a weekly interactive data dashboard was set up providing real time data and statistics allowing for detailed interrogation of the system, this is supporting colleagues and partners to understand the trends and demands on the service.

The table below summarises the impact of the COVID-19 pandemic on Social Care demand indicators. As expected the majority of the indicators saw a decrease in the weekly average during the peak COVID pandemic period when compared to the weekly averages prior to this. The more recent trends suggesting demand levels back to those seen prior to the COVID period for the majority of the indicators. There was a notable increase in the number of open CiN plans (+7.9%) during lockdown and decrease in open CP plans (-9.7%). Feedback from the North West Regional Implementation Group suggested the majority of the LA's experienced reductions in demand during the peak COVID lockdown period.

| Demand Indicator | Pre COVID weekly average (Jan-Mar 20) | Peak COVID lockdown weekly average (Apr-May 20) | % change | Post COVID Peak weekly average (Jun-Jul 20) |
|---|--|--|-----------------|--|
| Early Help Module (EHM) contacts | 1,004 | 781 | -22.2% | 1,005 |
| Referrals | 197 | 150 | -23.9% | 202 |
| Assessments started | 246 | 221 | -10.2% | 225 |
| Open Assessments | 1,141 | 853 | -25.2% | 1,004 |
| Assessments closed | 252 | 238 | -5.6% | 240 |
| Open CiN Plans | 1700 | 1834 | +7.9% | 1,914 |
| Open CP Plans | 916 | 827 | -9.7% | 806 |
| Open CLA | 2118 | 2120 | +0.1% | 2,143 |

During this challenging time, colleagues have been innovative in finding ways to facilitate contact between children and their families. This is evidenced in the significant improvements seen in CiN/CP/CLA visits and reviews being up to date (e.g. CP visits up to date in March 2020 at 89% increased to 92% in June 20) and timeliness of single assessments and health assessments (March 2020 at 80% increased to

90.5% in June 20) over the last few months. This was further helped by the fact that around 97% of staff have been working throughout the lockdown period supporting the service.

COVID-19 Pandemic Interventions

Below is a summary of the different interventions implemented during the COVID-19 pandemic period.

Social Care Interventions

- Working alongside colleagues we have produced a COVID weekly interactive data set providing real time data allowing for detailed interrogation of the system, this is supporting partners to understand the trends and demands on the service.
- During the early stages of the lockdown, Social Workers have been innovative in finding ways to facilitate contact between children and their families.
- Residential staff have lived with some children so they are safe.
- Large reduction in referrals although anticipated, work had taken place to ensure all professionals were clear that we continue to work.
- Although there has been a national increase in domestic violence this is not replicated in Lancashire, campaign undertaken led by the safeguarding partnership to produce a large scale campaign, multi-agency response quickly activated.
- Interaction with the court in non-contested cases has saved huge amounts of time by being done remotely.
- Increased focus and willingness to share resources and information across professions and services to support children and families.
- Greater awareness of community based resources we can utilise to support families.
- Partners are working in partnership to ensure the message that safeguarding is everybody's business is clear. Some bin vans in Lancashire have placed information posters on their vehicles.
- The implementation of wider testing had resulted in staff who were asymptomatic being tested positive rendering them unable to undertake areas of work. This did not have a negative impact on our ability to undertake statutory social work.
- Adoption matching continues by using many innovative mediums.
- 100% of plans had been reviewed this is a dynamic system and not a one off piece of work. The review of plans is established with the manager and monitored on a weekly basis.
- Challenges facing staff included the requests for face to face contact from both families and the judiciary. Work has taken place to ensure families and staff are safe. After the peak lockdown period, visits within Lancashire had

returned where possible to physical face to face visits allowing for a real overview of the situations that children are living in.

- Work continued to take place to ensure that all services are aware that MASH is undertaking work with no change to before COVID.
- Visits continue to be a priority in the County and several pathways are in place to ensure the most vulnerable are contacted/visited not only in line with the statutory requirements but in response to up to date assessments and plans. This is both virtual and physical - although there are more visits now being undertaken physically. This is connected to the return where possible of family contact. Buildings are continually being assessed and made COVID safe.

Education Interventions

- During the peak lockdown period, the response from schools and settings to support vulnerable children and critical workers in Lancashire has been excellent with typically 500 schools open daily and around 700 early years providers consistently open.
- In May an average of 800 vulnerable children and 2000 key/critical worker children, attended across Lancashire schools daily.
- In June (following changing national policy for the "wider opening" of schools) there was a significant increase of vulnerable children and critical worker children moving to 1600 vulnerable children and 4500 key/critical workers attending schools daily.
- Just prior to the summer break, there were 610 schools open supporting 33,773 children including 2706 vulnerable children and 13,459 key/critical workers children.
- Schools remained open during all school holidays and Bank Holidays where there was a need for vulnerable and key worker children to access care; schools were fully supported by senior advisers on these days.
- When a school was unable to remain open (e.g. staff shortage, building issue such as loss of power/water) children were immediately provided with care at another local school that acted as a hub; this was arranged by the senior adviser for the ICP.
- A Daily Bulletin to schools ensured that schools were up to date with changing DFE guidance so that they were able to support attending children and young people safely; this was shared with governors, LCC services and key partners, and key messages shared with parents via social media.
- Internally, a Service Recovery Group was established involving school catering, transport, HR, Public Health, Communications and the Clinical Commissioning Groups to ensure the implications of updated guidance and DFE expectations were managed safely.

- A significant number of young people were admitted to new schools during lockdown for a number of reasons such as moving house, relocating to the area, previously CME.
- A designated email inbox was created and staffed 7 days a week in order to provide swift responses to queries and concerns from schools
- Briefings/updates were provided for Chairs of Governors via a Bulletin (in line with those for schools) and through an online platform.
- Recovery Action Plans were written, specifically addressing questions raised through a survey of school leaders, implemented and reviewed by working groups led by Senior Advisers and membership included school leader, advisers, consultants, and other professionals as appropriate e.g. transport, HR, educational psychologist, catering.
- All phases of schools have been provided with an ongoing supply of resources to support delivery of the curriculum, and also wellbeing and mental health of children and staff. These resources fully supported remote learning and attracted national interest and support from DfE.
- Health and Safety checklists and risk assessments were shared with all schools along with a DfE sector specific frameworks to enable schools to risk assess whether it was safe to open.
- A revised risk assessment in line with re-issued national guidance was shared with schools to support the "wider opening" in June, and a revised version issued towards the end of term to enable schools to plan for full opening from September 2020; assigned network advisers provided support to address individual school queries and concerns in undertaking risk assessment.
- Simple flowcharts were developed in collaboration with health and social care to ensure that when a young person identified as safe to attend school was not in school, there was oversight of risk from the relevant service.
- A full programme of online training to support wider re-opening of schools has been scheduled for September. Details of the training are available on the Schools Portal.
- Zoom sessions were arranged across all sectors from early years to Primary to Secondary to special with the Director of Public Health to understand the implications of wider re –opening and the implications of PHE advice for schools (bubbles!)
- A Team around the School approach was developed to ensure that the right support was accessed from the right service at the right time on a locality footprint.
- All schools were contacted daily by their network adviser to ensure that there could be a swift and supportive response to any issues which would impact on childcare provision / education
- Support was provided (in some cases working with other services and local councils) to assist schools in obtaining free-school meal provision for eligible children/families in need

- Online resources were developed covering: trauma informed training (to support children and young people particularly impacted by COVID)
- Tools to support individual risk assessments were shared so that informed decisions were made about which vulnerable young people were safe to attend school.
- For children and young people with Education, Health and Care Plans there was support to maintain the ongoing review of risk assessments for all of the most vulnerable groups, including those for example with social care or YOT (youth offending team) involvement and those identified as having Profound and Multiple Learning Difficulties (PMLD) and/or personal care needs has been prioritised
- An SEND newsletter for parents was shared and circulated weekly to schools and parents.
- Test, track and trace processes were developed in collaboration with Public Health and the Health Protection Team to support early years, Primary, Special, Secondary Schools and Colleges.
- Financial measures were agreed to sustain early year's provision through Schools Forum.
- A free supply of emergency PPE was delivered to primary and secondary schools
- A full summary of all summer holiday provision for children and families was collated and disseminated
- A new model pupil/parent attitudinal survey was created to support schools in understanding perceptions of learners and families as they plan for full opening in September
- A website of "good practice" was created and could be accessed by all schools and settings to support all aspects of education provision during this time.
- A dedicated area of the Portal was set up for COVID19 and served as a single point of information for all resources, documents, advice that was issued by teams across Lancashire to schools.