

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Thursday, 9th September, 2021 at 2.00 pm in Committee Room 'A' - The Tudor Room, County Hall, Preston

Present:

County Councillor Phillippa Williamson (Chair)

County Councillors

A Vincent	M Green
G Gooch	A Riggott
A Ali OBE	C Towneley
H Khan	S Turner
P Buckley	M Goulthorp
C Edwards	

1. Apologies for Absence

Temporary change

County Councillor Mike Goulthorp replaced County Councillor Jayne Rear at this meeting.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

No pecuniary or non-pecuniary interests were disclosed.

3. Minutes of the Meeting held on 1st July 2021

Resolved: That the minutes of the meeting held on 1st July 2021 be confirmed and signed by the Chair.

4. Corporate Strategy Monitoring report – Quarter 1 2021/22 performance update

A report was presented by Donna Talbot, Head of Business Intelligence, on the performance update for Quarter 1 2021/22.

Appendix 'A' provided the latest performance updates available against the agreed Corporate Strategy indicators. In addition, it provided the latest available Quarter 1 2021/22 performance information and associated commentary on the current position of each indicator, including any related issues and required actions.

The Cabinet Committee noted the highlights of good performance and those indicators performing below the desired level and/or those that were due to the impact of the Covid 19 pandemic, as detailed in the report.

The following officers attended the meeting and provided details and updates on their respective service areas:

- Mike Kirby – Director of Strategy and Performance
- Dave Carr – Director of Policy, Commissioning and Children's Health
- Ian Crabtree – Director of Adults Disability and Care Services
- Steve Scott – Head of Waste Management
- Ridwan Musa – Highways Manager – Operations

Specific areas were discussed as follows:

Lancashire will be the place to live

Safety carriageway defects – it was reported that the number of reported defects had continued to rise in Quarter 1, as the winter season extended into April with prolonged cold surface temperatures continuing to increase the formation of potholes. It had been a challenge to repair many of these defects within required timescales despite additional resources through the Dayworks contract and the Jet Patching contract being fully utilised. Emergency, urgent and non-urgent (5 working days) repairs had therefore not met the targets this Quarter although the Team had been working very hard on these repairs, with many staff working extra hours. However, safety carriageway defects repaired within 20 working days was above target and it was noted that there were the highest number of defects in this particular category.

Street lighting fault repair – both non-traffic management and traffic management lamp-out faults had met the targets, reporting 97% and 100% respectively.

CC Edwards thanked the Highways Team staff for all their hard work.

Children and Families Wellbeing Service – performance in Quarter 1 had exceeded the target with a continued reduction in families withdrawing or becoming disengaged from the service and fewer families being referred to children's social care. A remodelled Children and Families Wellbeing Service had been introduced in Quarter 1, demonstrating that the service had implemented the model, without impacting on frontline services and that it had quickly adapted to the new model.

Looked after children who are actually living in Lancashire – performance in Quarter 1 had exceeded the target. Lots of commissioning activity was taking place to try to shape the market to encourage providers to work collaboratively with the service. Increased investment was being put into our in-house Residential provision to ensure that wherever possible, young people were

placed appropriately in their community. The Cabinet Committee noted however that, for some young people, it was appropriate that they should not live in Lancashire.

Educational attainment

Key Stage 4 – it was noted that figures for this would be available in November 2021.

Early Years Foundation Stage and Key Stage 2 – it was noted that performance updates for these were not available, due to assessments not taking place in 2019/20 and 2020/21.

School placements – Lancashire's performance had improved and remained on target in relation to pupils being offered one of their top three preferences at both primary and secondary level, with both indicators maintaining quartile two positioning nationally.

CC Williamson wished to pass on a thank you on behalf of Cabinet, recognising all the hard work that was done on school placement offers.

Adult safeguarding outcomes – although this figure was still below target, an improved position had been seen in people indicating their safeguarding outcomes had been fully met. It was reported that 97% of people had indicated their desired safeguarding outcomes had been either partially or fully achieved. However, it was important to note that changes may be seen in these figures in the next Quarter, due to limited access of professionals and families going into care settings during the pandemic.

Quality of care homes & Community providers – 12 of the 16 county council run care homes were currently rated good or outstanding. An action plan had been put in place to deal with the 4 care homes currently rated as requiring improvement.

Two of the 8 county council run residential short break services were rated as outstanding and 6 as good. The county council ran 9 community care providers, 8 of which were supported living services and all were rated as good. The Shared Lives Service in Lancashire was the largest in the country and was rated as outstanding in all key lines of enquiry.

CC Gooch paid tribute to domiciliary workers and all staff working in county council and private care homes for all their efforts and hard work.

CC Vincent raised a query about face to face GP appointments. This matter would be dealt with during consideration of the Public Health Outcomes in Lancashire report.

Lancashire will be the place to work

Use of Libraries – although all libraries opened on 12th April, it was important to note that they had not been fully open on this date. However, there were still over a quarter of a million visitors in Quarter 1. Although PNET sessions had been available during Quarter 1, these were still subject to Covid safety regulations, with fewer terminals available to ensure distancing and shorter sessions to allow for cleaning between each use. It was expected that this figure would increase over time.

CC Buckley stated that it would be interesting to see how the number of e-downloads would be affected as more people started visiting libraries.

CC Towneley pointed out that figures would need to be looked at again, once smaller satellite libraries were up and running and face to face events were taking place.

Employment, Education or Training – the Quarter 1 position showed a notable improvement for all young people in employment, education or training, due to a continued focus on this area of work and the excellent partnerships with secondary schools and post-16 providers. The improvement demonstrated the collective effort to support young people to make positive and sustained transitions to post-16 education, employment or training.

CC Williamson recognised the amount of work that had been done to achieve this significant turnaround within a relatively short space of time which was to be commended.

CC Towneley, on behalf of CC Rear, thanked all the staff involved in supporting young people into employment, education or training, given the continuing challenging circumstances faced by the education sector and children and young people throughout the pandemic.

Proportion of children excluded from school – although this figure had decreased significantly for 2019/20, the effects of the first national lockdown should be taken into account, in addition to schools not being fully open to all children having had an effect on the number of permanent exclusions and suspensions. Lots of work was ongoing in partnership with schools to avoid exclusions as far as possible and addressing exclusions was one of the priority work areas in the Education Strategy being presented to Cabinet in December.

CC Towneley wished to thank all the staff involved for their hard work in this area.

Adults with learning disabilities in employment – this figure continued to be low due to the pandemic reducing employment prospects, impeding those with learning disabilities to be introduced to a working environment. The Employment Team who had been redeployed to lead on other areas during Covid had now been re-established and it was hoped to see an improvement on figures. CC Gooch pointed out that adults with learning disabilities tended to work in the

catering/hospitality sector which had been greatly impacted throughout the pandemic.

Lancashire will be the place to prosper

Rosebud loans – whilst performance for the quarter was encouraging, it was due to deals taking longer to be completed and off the back of 2020/21 Quarter 4 being a zero-investment period when these enquiries had originally been initiated. Whilst there was a pipeline of approximately £900,000, it was noted that trading conditions were anticipated to be tougher this coming year and therefore the forecast was currently being adjusted to reflect this.

CC Riggott reported that the team had adapted services as needed throughout the pandemic and that if it was more appropriate for businesses to be supported through the government schemes then business had been directed to that. It was hoped that once the county council was the most appropriate provider for these services then figures would improve.

Boost European Regional Development Fund – decrease in outputs was attributed to businesses responding to the pandemic with focus moving from growth to survival. The Committee noted that, for April to June 2021, outputs had started to recover to pre-pandemic levels, with outputs focussing on business growth including jobs and new businesses.

Boost Recovery Grants – the Business Growth and Innovation Service had established and implemented a small capital grants programme to support Lancashire small and medium enterprises in their response to the impact of the pandemic. As at the end of June, the service had defrayed £1,108,645.80 to 347 businesses.

CC Vincent was pleased to see that the figures showed how the economy was recovering with 40 new businesses established against a target of 10 in Quarter 4 (January to March) and 54 new businesses established against a target of 5 in Quarter 1 (April to June).

Lancashire will be the place to visit – it was noted that these targets were being reviewed as part of a new tourism growth strategy for the numbers of visitors to Lancashire, the economic impact of visitors to Lancashire, and full time equivalent jobs supported by the visitor economy.

Lancashire will be the place where everyone acts responsibly

Percentage of older people who were still at home 91 days after discharge from hospital into reablement/rehabilitation services – although this figure was below the county council's target, it was still performing above regional and national averages. The Committee noted the challenge of keeping people in their own homes although rehabilitation services were performing well. The county council worked with a significant number of hospitals and were working on

improvements for information sharing. CC Gooch reported that this figure only needed increasing by 5 people, in order for the target to be met.

Proportion of adults with learning disabilities who live in their own home – although this was below target, performance was above the national average. The North West was a Centre for Excellence in this area and the county council had a strong history of supporting people with learning disabilities to live in their own homes wherever possible. Some new schemes were also coming to fruition providing good quality accommodation for these people although building work and planning processes had been slowed down due to the pandemic.

Proportion of adults and older people receiving long term services who are supported in the community – the pandemic had affected this target due to people not wanting to call on care services, although improvements were now being seen in requests for home care support.

Permanent admissions to residential and nursing care homes per 100,000 population aged 18-64 during the year – although slightly below target, this continued to be monitored to understand the impact of the pandemic on this performance measure. Progress had been made, in particular for people with mental health problems who had traditionally been reliant on residential services, who were being supported more in the community.

Permanent admissions to residential and nursing care homes per 100,000 population aged 65+ during the year – this was in line with the national average. People had been very hesitant to go into residential care throughout the pandemic. Numbers were now beginning to rise although the focus remained on supporting people in their communities, wherever possible.

Number of working days per full time equivalent lost to sickness absence – a slight increase had been observed in May and June 2021, which had also been seen across the country. Although improvements had been seen during Covid and this had partly been due to new ways of working, people isolating and improved hygiene, it was important to recognise that many staff working in front line services had continued working face to face. A programme of activity was being developed to reduce sickness levels, to make the county council as flexible, efficient and responsive as possible, focussing on customer need, staff and service delivery need. The county council was also working with other councils to share best practice and it was hoped that absence levels would continue on a positive trajectory.

Revenue forecast outturn % variance to budget – the Quarter 1 forecast was an underspend of £5.219m, due to a combination of variances including underspends on Treasury Management and Children's Social Care offset by overspends on Adult Services and Highways and Transport. It was noted that, as this was the first forecast of the financial year, assumptions had been made based on expenditure and income to date, and knowledge of future activity from Budget Holders. The impact of the Covid pandemic would be closely monitored as restrictions were lifted, as the impact of pent up demand was still awaited.

Volatility in actual demand could lead to a significant variance from the current forecast at a later date.

CC Williamson asked that the Corporate Risk Register be brought to the next meeting to enable the Cabinet Committee to look at the risks and issues faced by the county council together with the performance outcomes.

Resolved: The Cabinet Committee on Performance Improvement noted the Quarter 1 performance update against the agreed Corporate Strategy indicators.

5. Public Health Outcomes in Lancashire

A report was presented by Sakthi Karunanithi, Director of Public Health, on the key public health outcomes indicators for Lancashire, benchmarked against England and the North West Region, along with a breakdown by district level where data was available. It was noted that the indicators highlighted worse outcomes in Lancashire compared to the national average.

Service level key performance indicators that the county council's public health team were responsible for were provided. The report also outlined the steps being taken to recover from the Covid pandemic and restore and reform our public health services.

It was reported that individual Public Health services would be highlighted in future reports to the Cabinet Committee.

The globally agreed meaning of health was complete physical, mental, social and spiritual wellbeing. Only approximately 20% of health was determined by access to good quality clinical and care services with the rest determined by behaviours, education, income, jobs, family support, community safety, housing, transport, environment, access to green space and how we are able to live a healthy lifestyle.

The steps taken to improve our health and wellbeing would, in turn, improve our planet's health and the county council had a huge opportunity to make a difference to the wellbeing of the residents of Lancashire.

In relation to key outcomes – how long someone was expected to live and how well they live - there were a number of determinants for this. In Lancashire, although there is a wider variation within the county, it was reported that as an average we had more access to woodland than the national average, in addition to less overcrowding, less unemployment and less homelessness. In Lancashire, we supported people with learning disabilities very well and we had a good youth justice system and pupil absence service reflecting better outcomes that determined overall health.

Both male and female healthy life expectancy in Lancashire had been decreasing since 2009-2011 and figures were significantly worse than the England average,

although the decreases were not statistically significant. It was expected that males would spend 17.9 years in poor health and females 20.3 years in poor health which were long periods of time to live with disabilities or health conditions. There was therefore lots of opportunity in Lancashire to add years to life, in addition to life to years.

In order to influence positive health and wellbeing for the residents of Lancashire, the county council needed to:

- provide services to people on an individual level;
- improve community level wellbeing by promoting community groups/assets including natural assets;
- embed wellbeing into all the policies the county council establishes.

The Public Health Team had core expectations in terms of delivering statutory services. The team worked with experts within the county council to improve wellbeing, in addition to partners. There was an opportunity to add £10bn to the economy if health issues could be mitigated. It was noted that the essential mandatory services expected to be delivered included health visiting, school nursing services, health checks, contraception and sexual health services and alcohol and substance misuse services. The pandemic had impacted all these services differently. For example, support to mothers and babies and people dependant on alcohol or drugs had either been maintained or had improved through either virtual or face to face support. The Committee noted that the county council's alcohol and drugs misuse service was regarded as one of the best in the country.

For sexual health and stopping smoking services, the percentage of people supported in order to deliver a successful outcome had continued to improve, although the numbers of people going through public health services had declined over the past year.

The aim of the NHS health checks were to diagnose high blood pressure, chronic kidney disease, diabetes and early signs of dementia in apparently healthy individuals, and any issues detected would be referred onto the NHS. As the main providers of this service were general practices and surgeries had not been open, figures for health checks had declined significantly to around 200 in the past year which was a concern. Due to other pressures in the NHS, prevention services were not seen as a priority at the moment. However, whilst adhering to infection control standards, anyone with urgent care needs or suspicions of cancer had either been fast-tracked or had received online consultations. The county council was currently exploring options, continuing to work closely with GPs and looking at carrying out health checks in the community e.g. in libraries, leisure centres and workplaces.

Due to Covid having a big impact on the Public Health Team, the public health transformation programme had had to be paused. However, this was now in the process of being re-established with a refreshed 10 year mission to support Lancashire as a thriving place enabling residents to lead safer, fairer and

healthier lives. There were 3 main strands for the programme - **'Respond'**, **'Recover'** and **'Reform'**, the details of which were outlined in the report. The Public Health Team were also starting to recover services lost during the pandemic and continued to prioritise young babies and children and maintain performance for health visiting and school nursing services. The Team had prioritised health checks and healthy weight and obesity as the next services to look into improving, whilst trying to identify different ways of improving wellbeing. In addition, work with partners, District Councils and the NHS was underway looking at community wellbeing through various initiatives.

As it was some time since an overview of public health had been provided to Committee, the Committee's support had been requested to improve public health services and, more importantly, to embed improving the public health agenda as part of the Corporate Strategy and how this is monitored going forward.

CC Buckley queried why mental health was not included under the mandatory public health services listed in the report given that the Covid pandemic had put a great strain on people's mental health and the fact that mental health remained the main reason for sickness absence. CC Buckley raised concern about the mental health of young people leaving school and universities and how this would be addressed. It was reported that, although the services listed were those which had been identified nationally as part of the statutory delivery of services, the county council recognised that mental health was of paramount importance and offered a range of mental health and wellbeing services including supporting young people's mental health and wellbeing, suicide prevention and an alcohol and substance misuse service. Members were reassured that the county council invested a huge amount of resources into supporting people's mental health, including having a specific wellbeing at work programme.

Looking at economy and health and how these services could connect, it was reported that wellbeing at work had a lot of impact on this. The Public Health Team were looking to meet with Cabinet Members and Service Leads to discuss this issue.

CC Green pointed out that there were various links to public health issues across different service areas and portfolios that needed to be made or strengthened and that there was a lot of work to do collectively. He agreed that health checks needed to be taken out into communities, as those who were reluctant to visit GPs surgeries were more likely to engage with a community based service. CC Green stated the importance of 'achieving the best start in life' and 'community wellbeing' being among the immediate priorities.

CC Ali paid tribute to the tremendous work done by the Public Health Team, particularly during the Covid pandemic. CC Ali stated that, with children now returning to school, the Healthy Child Programme needed to be a priority and that, going forward, it was crucial for mental health services to also be given priority. In relation to the issue around face to face GP appointments, CC Ali appreciated that there were some GP practices who were keen to get back to

normal but that many other practices very rarely offered face to face appointments. This was a major problem, especially for elderly people who may not be able to use or have access to technology for virtual appointments. We needed to move forward with the prevention agenda and to reduce the number of hospital admissions. CC Ali considered that a strong, clear message needed to be sent to GP surgeries asking that patients be seen face to face, wherever possible.

CC Gooch emphasised the importance of community health and hoped that a substantial percentage of money the Government was raising from the National Insurance levy would be passed onto local authorities to take forward the prevention agenda and avoid people having to access NHS acute services. CC Towneley stated that the public health of Lancashire residents was fundamental and that she was particularly interested in encouraging and supporting young people to become more active which could, in some cases, avoid the need for them to access NHS services.

CC Vincent agreed that the lack of face to face GP appointments needed to be addressed, particularly in relation to elderly residents who may not be able to access technology for virtual appointments.

CC Williamson emphasised that although the county council could embed these public health issues, we needed partners to do the same.

The Committee's concerns in relation to the lack of face to face appointments at GP surgeries would be referred onto the NHS and their response provided to the Cabinet Committee.

Resolved: The Cabinet Committee agreed to:

- (i) Support the steps being taken to improve the performance of public health services.
- (ii) Include public health outcomes in monitoring the impact of the corporate strategy and wider council's service delivery on improving health and wellbeing and reducing health inequalities across Lancashire.

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 25th November 2021.

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 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 paragraph of Part I of Schedule 12A to the Local Government Act 1972 as indicated against the heading to the item.

10. Appendix B to Item 5 - Public Health Outcomes in Lancashire

All issues in relation to Public Health Outcomes in Lancashire had been discussed under Item 5.

11. 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;
- Coronavirus Pandemic; and
- Governance.

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

L Sales
Director of Corporate Services

County Hall
Preston