Lancashire County Council

Cabinet Committee on Performance Improvement

Thursday, 24th March, 2022 at 2.30 pm in Committee Room 'C' - The Duke of Lancaster Room, County Hall, Preston

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 25th November 2021   (Pages 1 - 10)

4.   Corporate Strategy Monitoring Report – Quarter 3 2021/22 Performance Update   (Pages 11 - 40)

5.   Corporate Risk & Opportunity Register 2021/22 Quarter 4   (Pages 41 - 76)

6.   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.

7.   Date of Next Meeting

The next meeting of the Cabinet Committee on Performance Improvement will be held on Tuesday 5th July 2022 at 2.00pm.

L Sales
Director of Corporate Services

Lancashire
County
Council

County Hall
Preston

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Thursday, 25th November, 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	P Buckley
A Ali OBE	M Green
H Khan	A Riggott

1.   Apologies for Absence

Apologies for absence were received from County Councillor Gooch, County Councillor Edwards, County Councillor Rear, County Councillor Towneley, County Councillor Turner, Paul Bond and Mike Kirby.

2.   Disclosure of Pecuniary and Non-Pecuniary Interests

No pecuniary or non-pecuniary interests were disclosed.

3.   Minutes of the Meeting held on 9 September 2021

Resolved: That the minutes of the meeting held on 9th September 2021 be confirmed and signed by the Chair.

4.   Corporate Strategy Monitoring report – Quarter 2 2021/22 performance update

A report was presented by Donna Talbot, Head of Business Intelligence, on the performance update for Quarter 2 2021/22.

County Councillor Buckley pointed out an error on the report which should have read '….new corporate priorities for 2021-202**5**'.

Following Cabinet's agreement of the new corporate priorities for 2021-2025 on 7 October 2021, the Cabinet Committee noted that the report had been reformatted and updated to monitor performance against each of the new corporate priorities (delivering better services; protecting our environment; supporting economic growth and caring for the vulnerable).

Existing key performance indicators (KPIs) were now reported under each new corporate priority, along with service developments which contributed to the

delivery of those priorities. Appendix 'A' provided the latest performance updates. To supplement this performance information, and to give an overview of other recent work and notable achievements, Appendix 'B' set out a list of national award nominations that the county council had been shortlisted for since June 2020.

The Cabinet Committee noted the highlights of good performance and those indicators performing below the desired level and/or 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:

- Tony Pounder – Director of Adult Services
- Dave Carr – Director of Policy, Commissioning and Children's Health
- John Morrissy – Director of Organisational Development and Change
- John Davies – Head of Service – Highways
- Andy Walker – Head of Business Growth
- Sue Lott – Head of Service – Community North and Health and Prisons

Specific areas were discussed as follows:

Delivering better services

Safety carriageway defects – although the emergency and urgent repairs were still categorised as 'red' in the RAG rating, it was reported that actual numbers of these not repaired within the targeted timeframe were relatively small with a total number of 255 defects reported and 220 repaired within the timeframe. It should be noted that, in some of these instances, the defects had been attended to within the timeframe but not recorded until the following day and there was no facility to backdate them. Most of the defects had been recorded under the 10 and 20 day category and performance in this area was good.

September figures had shown improvement as increased resources had been deployed to respond to increased demand, although it was noted that the number of defects would continue to increase as we moved towards winter.

Street lighting fault repair – although performance had significantly improved compared to this time last year, it was noted that pressure would be put on this service due to more faults being reported in the darker nights

County Councillor Buckley asked that actual numbers be provided within the report, in order to understand what the percentages meant in absolute terms.

Sickness absence – there had been a steady rise in the sickness absence rate per FTE which had increased each month since May 2021, although the number of new long-term absence cases in the latest quarter had slowly declined from 183 to 114. The average number of days lost per Covid-19 absence had increased from 3.8 days in April to 6.3 days in September and HR resources had

been directed to provide support and guidance to services with long-Covid cases. It was reported that the target in relation to sickness absence was currently being reviewed.

The Chair requested that comparative sickness levels in other local authorities be made available for either the next meeting or outside of the meeting.

Additional service developments – as flexible working, accommodation and the introduction of Microsoft 365 had been brought forward due to the Covid-19 response, the 'Our Improvement Journey' transformation programme was being re-shaped to reflect this and to pick up on new priorities. Oracle would be replaced with Oracle Fusion, enabling better data and information interaction, and the provision of good quality information on key performance areas to be presented to the Cabinet Committee. In Education & Children's Services, the Family Safeguarding Model had been established and plans in Adult Services to initiate widespread improvement using the '3 conversations model' were underway. The HR & Skills, Learning and Development Service was also being reviewed to support the delivery of the Improvement Journey.

It was reported that the staff survey results had been received and that analysis would be provided within the next few weeks. Progress continued to be made on the pilot for our ways of working and flexible working.

The Chair asked how we were communicating the totality of the transformation programme to staff and managers. It was reported that this was a current priority and that the team were currently working with Communications on a refreshed plan which would run in 3 phases, starting with outlining the Peer Review Findings to staff. A Communications Lead had now been recruited to take this forward.

County Councillor Riggott stated it would be useful for the refreshed plan to include reflective views on what we had done well and what needed improving on. The Committee were advised that although the improvement journey had not yet been widely communicated, it was clear that it needed to reach all staff and managers, not just Members and the Senior Leadership Team, and lessons had been learned from the O-WOW element.

Protecting our environment

Recycling – current levels of kerbside collected recyclables were slightly lower than in the previous quarter although it was noted that an increase in recyclables at the recycling centres could be a contributing factor to the kerbside reduction. County Councillor Riggott asked for actual figures to be provided, in addition to percentages, and whether other factors not reported under this indicator were affecting these figures and whether people were taking waste to the recycling centres or putting it in their general waste. The Chair agreed that actual numbers would be helpful for both the internal and external audience.

Supporting economic growth

Rosebud – levels of investment continued to be disappointing, largely due to the amount of bounceback loans and Covid business loans provided. Fund Managers had been approached and, as it had been accepted that targets would be significantly lower, they had been asked to reduce their management fees to reflect this.

Boost – levels of enquiries remained very high and the target for 200 new business to be established was well underway. This was not yet showing in the job creation figures within companies although Lancashire had not seen large levels of people not returning from furlough.

County Councillor Riggott thanked Andy and his team for all their hard work, adding that it was important to recognise what our economy and business needs were and that services needed to continue to be evolved to take account of this.

Following a question from County Councillor Buckley, it was noted that the schedule for the Annual Report on number of visitors to Lancashire, the economic impact of visitors to Lancashire and full time equivalent jobs supported by the visitor economy would be discussed at the next Corporate Performance Board in January.

Educational attainment – 2020/21 figures for Key Stage 4 would be available to report in the near future. County Councillor Ali asked for this information to be provided to Committee separately as soon as it was available.

Percentage of primary and secondary pupils offered one of top three school preferences – County Councillor Ali asked for this information to be made available by District.

Exclusions – on target figures for 2019/20 had previously been reported to Committee and 2020/21 figures would be published in July 2022. County Councillor Ali asked if information could be made available on those children who were absent from school due to not having a school place.

Libraries – a picture of recovery was being seen in the number of visits to libraries and the number of PNET sessions. This was also the case for the number of library events organised although there were limitations on these due to Covid and they were having to be prioritised, along with the volunteer capacity. The number of e-downloads had decreased slightly although most who had moved to electronic formats continued to use this service, which had been reflected in the new target set.

County Councillor Riggott was pleased to see the number of library events increasing, recognising the importance of them to communities, library staff and the service as a whole.

Caring for the vulnerable

Children and Families Wellbeing Service – although overall performance in the latest quarter had dipped slightly due to the usual, seasonal increase in families becoming disengaged or withdrawing consent during August, figures were above target.

Looked after children actually living in Lancashire – this indicator remained above target and work was ongoing to ensure children and young people could remain within their communities, where possible, enabling them to continue to access their educational establishments and be close to family and friends where it was safe to do so.

It was noted that these targets may need to be re-visited to potentially make them more challenging.

The Chair was pleased to see continuing good performance in these areas and appreciated the ongoing efforts of the Team.

Safeguarding outcomes – steady progress had been made in the proportion of adults and older people indicating their safeguarding outcomes had been fully met although it was noted that sometimes the solutions service users and families were seeking were unattainable. The service was experiencing a higher rate of referrals and alerts, particularly from the care home sector as it had been harder for families to visit their relatives. The service was in the process of resuming its transformation programme to try to streamline and improve the focus of the team, and a positive picture was expected over the next 12 months.

Quality of community service providers – this continued to remain a very positive picture for services provided by both the independent sector and the county council.

Quality of care homes – out of the 16 county council maintained care homes, 11 were currently rated good or outstanding and 5 requiring improvement. As mentioned previously, the care home sector had faced extremely difficult challenges throughout the pandemic. Over the past 2 years, the Care Quality Commission had only been inspecting those care homes where concerns had been raised. Actions had been put in place to address issues at the 3 homes rated as requiring improvement in 2019, although these homes had not yet been re-inspected. Whilst it was recognised that performance could be better, it was acknowledged that three of the homes which provided residential rehabilitation during Covid had been delivering some of the most demanding services seen across the country.

Percentage of adults with learning disabilities in employment – slight progress had been made due to work starting to resume in this area, to review how more adults with learning disabilities could be supported into employment in 2021/22, by both the role of the specialist support team and providers of care and support services. There were currently 71 adults with learning disabilities in

employment; a further 34 were needed in order to meet the target. Considerable progress was expected to be made within the next 12 months.

Public Health Outcomes in Lancashire – additional metrics were being considered for inclusion in future reports. Another meeting was due to take place in December with Cabinet and engagement was taking place with wider Members. The annual report was due at the end of the year/early next year and work was in progress to include key performance indicators and outcome measures in the report.

Percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services – although this indicator was slightly below target, 341 out of 400 were still at home and only an additional 8 people were needed to meet the target. This figure fluctuated with seasonal variation and an increasing number of people with complex needs was being seen. A lot of work was being done with reablement services but pressures in the care market impacted on this.

Proportion of adults with learning disabilities who live in their own home – records indicated that out of 3,388 adults with learning disabilities, 3,080 lived in their own home. t It was noted that there had been an issue with data capture for this indicator in the past so the figure in this latest report represented increased / improved accuracy of data rather than a step change improvement in performance .

Proportion of adults and older people receiving long term services who are supported in the community – out of 11,687 adults and older people receiving long term services, 11,645 were supported in the community. Another 42 were needed to meet the target. Performance had broadly been maintained in this area and it was expected that the '3 conversations model' would help improve this indicator.

Permanent admissions to residential and nursing care homes per 100,000 population aged 18-64 during the year – this indicator remained within target at a percentage of 13.3% equating to 96 people. The county council were continuing to consider options to help people aged 18-64 to remain at home and avoid admissions to care homes.

Permanent admissions to residential and nursing care homes per 100,000 population aged 65+ during the year – this indicator was within the 600-680 target at 662.2, equating to 1,693 people. This was a significant increase for this quarter, due to many families being reluctant to consider care or residential home options throughout the pandemic. It would remain a challenge to maintain this performance, given the rise in the number of people being discharged from hospital into care homes, together with the pressures in the home care market. However, the county council was working closely with Health colleagues to focus on supporting people to return home, wherever possible.

The Chair was pleased to see actual numbers provided for these indicators, which helped to put the percentages into context.

Health checks – it was reported that the NHS Health Check programme within the Healthy Hearts agenda was a Public Health priority, and that several mobilisation activities were currently underway to restart the programme.

County Councillor Buckley thanked officers for re-formatting the report in line with the new Corporate Priorities.

The Cabinet Committee's attention was drawn to Appendix 'B' which set out a list of national award nominations that the county council had been shortlisted for since June 2020. The Chair and County Councillor Buckley wished to pass on their congratulations to all those who had either won awards or been shortlisted.

Resolved:

The Cabinet Committee on Performance Improvement noted:

(i) The performance and additional information set out at Appendix 'A'.

(ii) The information set out at Appendix 'B'.

5.   Corporate Risk & Opportunity Register Quarter 3 2021/22

A report was presented by Donna Talbot, Head of Business Intelligence, providing an updated (Quarter 3) Corporate Risk and Opportunity Register and Summary Risk profile for the Cabinet Committee to consider and comment upon.

This was the first time the Cabinet Committee had reviewed the Corporate Risk and Opportunity Register, following its suspension as a result of the pandemic. The Committee noted that the current risk entries in the corporate register reflected the governance issues for 2021/22, as set out in the Annual Governance Statement 2020/21.

It was noted that, following a review of directorate risk registers, CMT had included an additional risk on the corporate register that focussed on demand for client led services, together with some opportunities. A link to the Risk Management vodcast, which was part of the 'Councillors' Learning Quarter', had been circulated to the Cabinet Committee in advance of the meeting.

The updated Corporate Risk and Opportunity Register was provided at Appendix 'A'.

A Summary Risk Profile had also been introduced. This document:

- Showed target dates by which the risk rating would become acceptable.

- Allowed progress monitoring on a quarterly basis (using RAG rating) to highlight and provide the information on which management decisions could be made.

- Provided clearer accountability for actions.

The Summary Risk Profile was provided at Appendix 'B'.

In relation to the risk **CORP3 – Special Educational Needs & Disability Improvement Plan**, Dave Carr confirmed that the 12 month monitoring visit from the Department for Education and NHS England had taken place at the end of September and that they had been satisfied with the progress being made. The Chair wished to place on record her thanks to the SEND team for their phenomenal performance in working to address areas in the SEND Partnership Improvement Plan.

In relation to the risk **CORP7 – Impact on Community & Services,** Tony Pounder reported that the workforce shortage had exacerbated concerns in relation to budget pressures and poor outcomes. Tony thanked Cabinet for their support in approving the November Cabinet report reviewing the fees paid to the Homecare Framework providers, to try to alleviate some risks over winter in the deterioration of the workforce.

As this report was presented to and considered in detail by the Audit, Risk & Governance Committee, it was agreed that a summary would suffice for future CCPI meetings.

Resolved:

The Cabinet Committee on Performance Improvement noted:

(i) The Corporate Risk and Opportunity Register as set out at Appendix 'A'.

(ii) The Corporate Summary Risk Profile as set out at Appendix 'B'.

6. Statutory Social Care Annual Report - Complaints and Customer Feedback 2020/21

A report was presented by Angela Esslinger, Complaints and Appeals Manager, providing the Statutory Social Care Annual Report on Complaints and Customer Feedback for 2020/21.

It was reported that complaints represented just 1% of all active adult social care and children's social care cases throughout Lancashire in 2020/21.

Adult Social Care

Complaints had reduced from 2019/20 from 536 to 420. This service had had a year on year increase for many years although it should be noted that complaints had been paused for 3 months in 2020 due to Covid-19. The two most frequent subjects of complaints were in relation to support planning and finance.

An extensive list of learning points was provided in the report, which were mainly surrounding communication. It was noted that a Shared Learning Panel had recently been established, in order to identify the themes and root causes of complaints, and to cascade learning across the council.

Compliments had increased by 8%; these were mainly in relation to equipment/adaptations and new processes were in place to highlight compliments.

It was reported that, as the Ombudsman also upheld complaints that the county council had previously upheld, the actual uphold rate for adult social care complaints was 15%.

Children & Young People and Children's Social Care

Statutory complaints had reduced from 252 in 2019/20 to 205 in 2020/21 and non-statutory complaints from 139 in 2019/20 to 90 in 2020/21, most likely due to the 3 month pausing of complaints due to Covid-19. The proportion of complaints being resolved early in the complaints journey was 52% in 2020/21, compared to 45% in 2019/20. It was reported that lessons learnt were very similar to those in adult social care, mainly around miscommunication with families involved with the service. Further details on learning were provided in the report.

It was noted that complaints about the Inclusion Service were classed as non-statutory if children's social care services were not involved. These complaints had increased from 36 in 2019/20 to 139 in 2020/21, although it was thought this was due to the new processes in place to capture these complaints.

In 2020/21, the Ombudsman had received a total of 55 enquiries in relation to children's social care, Inclusion and Education Services in Lancashire, compared to 74 in 2019/20. Of these 55, a total of 48 decisions had been made by the Ombudsman and only 19% of these decisions had been upheld, making an actual uphold rate of 10% due to the Ombudsman also upholding complaints that had previously been upheld by the county council.

In relation to the majority of complaints being about mis-communication, the Chair pointed out that as systems were complicated for both adults and children's services, these needed to be explained properly to all our customers.

Some complaints had been received around the content of emails shared with customers containing unprofessional dialogue between internal departments. County Councillor Buckley stated that a message needed to be sent out to

emphasise the importance of always using professional language in all written and digital correspondence.

The Chair asked how complaints in Lancashire compared to other authorities. It was reported that, overall, Lancashire was around 10th in the league table but it was important to note that only 1% of complaints were received from all contacts with the county council and that Lancashire served a large number of residents.

Resolved: The Cabinet Committee on Performance Improvement noted the statutory social care complaints annual report for children and young people and adult services for 2020/21, acknowledging the associated learning, so that the county council could meet its legal obligations.

7. Urgent Business

There were no items of Urgent Business.

8. Date of Next Meeting

The next meeting of the Cabinet Committee on Performance Improvement would be held at 2.00pm on Thursday 10th March 2022.

L Sales
Director of Corporate Services

County Hall
Preston

Cabinet Committee on Performance Improvement
Meeting to be held on Thursday 24 March 2022

Part I

Electoral Division affected:
(All Divisions);

Corporate Priorities:
Delivering better services;
Protecting our environment;
Supporting economic growth;
Caring for the vulnerable;

Corporate Strategy Monitoring report – Quarter 3 2021/22 Performance Update
(Appendix 'A' refers)

Contact for further information:
Michael Walder, Tel: 01772 533637, Senior Business Intelligence Manager,
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Brief Summary

Following Cabinet's agreement of the new corporate priorities for 2021-2025 on 7 October 2021, the Corporate Strategy performance monitoring report has now been reformatted and updated to monitor performance against each of the new corporate priorities (delivering better services; protecting our environment; supporting economic growth and caring for the vulnerable).

Already established Key Performance Indicators are now reported under each of the new corporate priorities along with the highlighting of other service developments areas which are contributing to the delivery of the new priorities. Additional reports are listed which are being scheduled for future meetings, to provide more in-depth detail of the progress of specific areas of work.

Appendix 'A' provides the latest performance updates available against the agreed Key Performance Indicators, along with an overview of some additional service development areas relating to each corporate priority.

Recommendation

The Cabinet Committee on Performance Improvement is asked to note and comment on performance and additional information set out in Appendix 'A'.

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Detail

Key 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.

Monitoring against these indicators, was agreed to form the content of quarterly corporate performance monitoring reports to the Cabinet Committee on Performance Improvement and these have been regularly presented to the Committee since 19 February 2020.

Following the agreement of the new corporate priorities at Cabinet on 7 October 2021 the report has now been reformatted and updated to monitor performance against each of the new corporate priorities (delivering better services; protecting our environment; supporting economic growth and caring for the vulnerable).

The report at Appendix 'A' provides the latest available quarter 3 2021/22 performance information and associated commentary on the current position against each indicator, including any related issues and required actions, along with information on some additional development areas supporting the delivering of the corporate priorities.

Attention is drawn to the following key areas of performance against the Key Performance Indicators in the report.

Highlights of good performance includes:

Delivering Better Services

- Safety carriageway defects repaired within 5 working days (non-urgent)
- Safety carriageway defects repaired within 20 working days (non-urgent)
- Percentage of Non-Traffic Management lamp-out faults repaired within 5 working days
- Percentage of Traffic Management lamp-out faults repaired within 20 working days

Supporting Economic Growth

- New businesses established by Boost
- Number of visits to libraries
- Pupils Average Attainment 8 Score at Key Stage 4
- Percentage of young people in education, employment or training - SEND pupils
- Number of visits to libraries
- Number of People's network (PNET) sessions in libraries
- Number of library events organised
- Number of e-downloads (via libraries)
- Number of volunteers in libraries

Caring for the Vulnerable

- Percentage of children and young people who received targeted early help support from Children and Families Wellbeing service which successfully met their identified needs
- Percentage of children looked after who are actually living in Lancashire
- Percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services
- Proportion of adults with learning disabilities who live in their own home
- Proportion of adults and older people receiving long term services who are supported in the community.

Indicators performing below the desired level and/or the impact of the COVID-19 pandemic has had a detrimental effect on the performance of include:

Supporting Economic Growth

- Number of Rosebud loans provided to new or existing businesses

Caring for the Vulnerable

- Percentage of adults and older people whose desired safeguarding outcomes are fully met
- Percentage of adults with learning disabilities in employment
- Permanent admissions to residential and nursing care homes per 100,000 population aged 18-64 during the year
- Permanent admissions to residential and nursing care homes per 100,000 population aged 65+ during the year

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

Paper   Date   Contact/Tel

N/A

Delivering Better Services

Key for performance:

On track/good	Slightly below desired level	Requires improvement

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	Quarter 1 (April- June) 2021/22	Quarter 2 (July – Sep) 2021/22	Quarter 3 (Oct – Dec) 2021/22	2021/22 Target
Safety carriageway defects repaired within 4 hours (emergency)	Quarterly	Growth, Environment & Transport	High	92.63%	91.95%	88.10%	88.71%	93.02% (40 out of 43)	95%
Safety carriageway defects repaired within 2 working days (urgent)	Quarterly	Growth, Environment & Transport	High	92.02%	86.79%	82.29%	85.42%	94.59% (210 out of 222)	95%
Safety carriageway defects repaired within 5 working days (non-urgent)	Quarterly	Growth, Environment & Transport	High	86.06%	85.28%	79.2%	87.29%	90.59% (847 out of 935)	90%
Safety carriageway defects repaired within 10 working days (non-urgent)	Quarterly	Growth, Environment & Transport	High	91.85%	86.10%	86.93%	91.33%	88.97% (3,793 out of 4,263)	90%
Safety carriageway defects repaired within 20 working days (non-urgent)	Quarterly	Growth, Environment & Transport	High	94.29%	90.14%	95.42%	94.53%	93.99% (8,462 out of 9,003)	90%
Percentage of Non-Traffic Management (NTM) lamp-out faults repaired within 5 working days	Quarterly	Growth, Environment & Transport	High	New measure starting from Q1 2020/21	91%	97%	97%	97% (1,772 out of 1,819)	90% within 5 working days

Please note all data were correct at the time of publication, however they may change due to validation processes including for statutory reporting.

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	Quarter 1 (April- June) 2021/22	Quarter 2 (July – Sep) 2021/22	Quarter 3 (Oct – Dec) 2021/22	2021/22 Target
Percentage of Traffic Management (TM) lamp-out faults repaired within 20 working days	Quarterly	Growth, Environment & Transport	High	New measure starting from Q1 2020/21	89%	100%	98%	92% (267 out of 289)	90% within 20 working days

Safety carriageway defects. There has been a continuation of the increase in defects reported both by Highways Service Inspection (HSI) and the public with a peak of over 4800 defects identified by the HSI in November; 1568 (33%) of these were 10-day response defects. Quarter 3 figures show good performance overall, although the November peak impacted on achieving the 10-day response defects target. Despite the high volume of safety defects, the service has been effective in responding, using the in-house repair teams, with support being provided when necessary, by contractors. There was a rise in covid cases within the service in December however, this was managed effectively to ensure performance targets were generally met.

Street lighting fault repair. Whilst the Street Lighting performance continued to meet the target levels set during quarter 3, the service was particularly impacted by the Omicron variant of covid during December, which left the service short-staffed at times and as such unable to attend all faults within allotted timeframes.

Please note all data were correct at the time of publication, however they may change due to validation processes including for statutory reporting.

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April –June)	2021/22 Quarter 2 (July –Sep)	2021/22 Quarter 3 (Oct–Dec)	2021/22 Target
Number of working days per full time equivalent lost to sickness absence (rolling year data)	Quarterly	Chief Executive and Director of Resources	Low	Apr 2019 to March 2019 12.39 days per FTE	Apr 2020 to March 2021 10.76 days per FTE	July 2020 to June 2021 10.98 days per FTE	October 2020 to September 2021 11.77 days per FTE	January 2021 to December 2021 12.68 days per FTE	9.83 days per FTE (Target pending review)
Revenue forecast outturn % variance to budget	Quarterly	Chief Executive and Director of Resources	Low	0.22%	-2.28%	-0.59%	-1.87%	-2.66%	0%

Sickness absence. There has been a steady rise in sickness absence which has increased each month since May 2021, following the lowest reported figures in Apr 2021 (10.64 days of absence per FTE from May 2020 to April 2021). The Q3 figure (January to December 2021) was 12.68 days of absence per full time equivalent employee.

The top reasons for absence continue to be mental and behavioural disorders which account for 33.6% of days lost, a reduction since the last quarter (36.4%). Although total days lost relating to mental and behavioural disorders has reduced, the number of absences has increased suggesting that there have been more short-term absences. Musculoskeletal related absences are second with 12.8% of days lost followed by Covid-19, accounting for 11.8% of days lost which is an increase of 1.8% from the last quarter.

The number of absence cases per month due to Covid-19 has increased by 87% from 418 in Q2 to 782 in Q3, albeit the number of days lost per absence due to Covid-19 has declined to an average of 4.3 days lost from 6.3 days in Q2. The number of Long-Covid absences are being closely monitored and corporate HR resources are being directed to provide support and guidance to services for these cases.

Please note all data were correct at the time of publication, however they may change due to validation processes including for statutory reporting.

Revenue forecast outturn % variance to budget. The Q3 forecast is an underspend of £23.46m, which by way of context is 2.66% of the county council's net budget. The underspend is due to a combination of variances across services including underspends on Children's Social Care, increased income from Treasury Management function and an improved Adult Social Care position mainly due to additional government grants related to the pandemic. These underspends are being partly offset by overspends on Highways, Transport and Strategy and Performance. This is the third forecast of the financial year. A number of assumptions are made based on expenditure and income to date and knowledge of future activity from Budget Holders. The impact of the new strains of the pandemic continue to be monitored closely as restrictions are lifted, and demand returns to pre pandemic levels.

Performance Indicator	Frequency	Directorate	Current Performance
Progress on organisational development (aka 'Improvement Journey')	Annual	Chief Executive and Director of Resources	Annual Report – schedule to be confirmed
Implementing the digital strategy	Annual	Chief Executive and Director of Resources	Report presented to 20/04/21 CCPI meeting.

Additional service developments. In addition to the above established key performance indicators many other service developments, projects and achievements are ongoing which support the Delivering Better Services corporate priority. Performance metrics are being developed for these areas, along with associated targets where appropriate, for inclusion in future reports. These service development areas include:

- Strategic Improvement Board re-established to provide leadership, visibility and co-ordination of the Improvement Journey at Corporate Management Team level.
- A programme of work is underway to develop and deliver improvement options related to strategy and policy identified from the 'Concept and Shape' work.
- A programme of work is underway to develop and deliver improvements to the corporate programme management office, including the creation of Lancashire County Council's Strategic Change Delivery Plan (SCDP), implementation of the change front door mechanism and Cora system to support improved reporting.
- Phase 1 of Human Resources and Skills, Learning and Development service review has been completed; phase 2 is commencing in March 22 to agree the functional design and operating model and a plan for implementation.

Please note all data were correct at the time of publication, however they may change due to validation processes including for statutory reporting.

- The 2021 staff survey has been completed, and planning workshops have been held with all Directorate Leadership Teams to identify a small number of initial engagement priorities for each directorate and action plan for making progress against them.
- Work is underway to establish governance and a work programme for the Customer Experience Board.
- A performance dashboard for Staff Experience workstream is being developed.
- Planning is underway for a revised approach to performance management which provides visibility from individual to team to service level performance, enabling a culture of high performing teams.

Protecting our environment

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April-June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2035 Target
Percentage of recycling, reuse and composted	Quarterly	Growth, Environment & Transport	High	45%	44.6%	45%	43%	43%*	65% (target changed see related note below))

The recycling % reported each quarter is based on forecast for full year

Recycling. The forecast for this year remains around 43%, which is consistent with Q2 (21/22).

Total household waste was 563,565 tonnes (t) comprising total municipal waste of 609,488 t less 45,923 t of trade, fly-tipped waste and rubble. There were 151,836 t of recycling and 91,861 t of composting, resulting in a percentage rate of 43%.

There are signs of doorstep collected residual waste reducing, down by 3% (around 7,000 t) over the nine-month period (April to December 21). The service is still forecasting an out-turn at around 418,000t (from total residual waste arisings that are expected to be treated/disposed of, including Blackpool) due to continued high volumes of residual waste at recycling centres. Current levels of kerbside collected recyclables are reported to be lower than in Q2, and there continues to be increased recyclables at the recycling centres which is a contributing factor in the reduction at kerbside. Tonnages at recycling centres have shown signs of returning to pre pandemic levels over the last nine months as throughput is 85%.

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In terms of the processing of residual waste at Thornton and Leyland Waste Treatment Facilities, the plants continue to operate at full capacity, with anticipated output tonnes consistent with last year.

Please note the 50% target previously reported is no longer relevant as it was an EU member state target. In its Resources and Waste Strategy government has suggested a potential national target of 65% by 2035. This hasn't been transcribed into regulation yet (the Environment Act got royal assent late last year so the regulations will follow from this). However, this target is the best to use currently whilst other potential local and 'stepped' targets towards the 65% by 2035 are considered.

Performance Indicator	Frequency	Directorate	Current Performance
Sustainable transport and travel	Annual	Growth, Environment & Transport	Annual Report – schedule to be confirmed -proposed February 2023.

Additional service developments. In addition to the above established key performance indicators many other service developments, projects and achievements are ongoing supporting and delivering the Protecting our Environment corporate priority. Performance metrics are being developed for these areas, along with associated targets where appropriate, for inclusion in future reports. These development areas include:

- The pandemic and associated changes in working styles have significantly impacted waste arisings and make it difficult to benchmark performance. For example, the amount of residual waste (general rubbish) collected at doorstep in 2020/21 increased by 31,000 tonnes on the amount collected pre-pandemic. However, doorstep collected recycling (20,400t) and collected garden waste (10,700t) also increased by an equivalent amount. Recycling centres saw a general drop in tonnages across all streams. The resultant is that despite the significant increase in waste arisings the overall recycling, composting and reuse rate for Lancashire in 2020/21 (44.6%) was the same as in 2018/19, prior to the pandemic.
- The council's waste company, Lancashire Renewables Ltd, maintained operations throughout the pandemic. In 2020/21 the company processed 184,751 tonnes of residual waste, recovering a total of 178,316 tonnes through various processes achieving a total recovery rate of 96.5%. A total of 38,000 tonnes of mixed recyclables were processed at the Materials Recovery Facility which separates out the co-mingled recycling into individual waste streams. The company also cleans up the separately collected paper and card before sourcing all of the constituent materials into recycling markets.

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- An ambitious combined Bus Service Improvement Plan was submitted to the Department for Transport by Lancashire County Council and Blackburn with Darwen Borough Council, as required in support of the government's National Bus Strategy: Bus back better. A funding allocation is awaited. To deliver this plan a legally enforced Enhanced Partnership is being drawn up between the county council and bus operators.
- One area that stagnated during the pandemic was the reuse of waste items, due mainly to the fact that items could not be handled from customers or redistributed. The two reuse shops at Preston and Garstang were closed throughout the pandemic. During this time plans were developed for a third reuse shop at Burnley recycling centre which subsequently opened in August 2021. Preston shop has also since re-opened whilst re-opening of the Garstang shop has been delayed due to staffing demand across the recycling centres but is due to re-open in April.
- The Carbon Strategy Team is being created in the Asset Management Service. Recruitment is underway for a Carbon Strategy Asset Manager. A Tree and Climate officer has been appointed to the new tree team. The Environment and Climate team has been created in the Planning & Environment Service to develop the council's climate and nature recovery strategies
- Low Carbon Street Lighting: Lancashire County Council: Low Carbon Street Lighting | Local Government Association - ambitious programme of LED street lighting conversion for all 152k streetlights - reducing carbon emissions by 84,400 tonnes (equivalent to driving over 3 billion miles in a diesel car) and saving £40 million in energy costs by March 2022.
- CO2e assessment and reduction in carriageway resurfacing: Lancashire County Council: CO2e assessment and reduction in carriageway resurfacing | Local Government Association - new process being used to recycle materials saving bitumen and reducing carbon emissions.
- Work has now completed at Garstang Library with solar panels, an air source heat pump and replacement of traditional lighting with LEDs saving 8 tonnes of CO2 per year. Leyland and Coal Clough Libraries are currently closed while improvement works are underway.
- 150 Electric Vehicle charging bays have been installed throughout the county. The charging units are a mix of Ultra chargers which will allow most vehicles to take a full charge in less than an hour and Fast Chargers that will take around three hours to charge the vehicles. They have been installed either at the side of the adopted highway or in county council carparks. Information on their locations is available on the council's website.

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Supporting Economic Growth

Performance Indicator	Frequency	Directorate	Good is	2020/21 Quarter 3 (October - December)	2020/21 Quarter 4 (Jan - March)	2021/22 Quarter 1 (April – June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct – Dec)	Project Targets
Number of Rosebud loans provided to new or existing businesses	Quarterly	Growth, Environment & Transport	On target	£300,000 1 investment	0	£569,000 3 investments	£75,000 1 investment	0 investment	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	80.93 Target 100	42.05 Target 100	128.33 Target 100	50.83 Target 100	203.01 Target 50	1,000 jobs target (Jan 2019 - Dec 2022)
New businesses established by Boost	Quarterly	Growth, Environment & Transport	On target	26 new businesses Target 20	40 new businesses Target 10	54 new businesses Target 5	38 new businesses Target 5	65 new businesses Target 5	200 new businesses Jan 2019 - Dec 2022

Rosebud - Disappointingly there were no investments with £647,000 of pipeline not coming to fruition for different reasons, the bulk of these will now complete in Q4 which should get us back to some parity and closer to the revised target of £1.01m this contract year (original target £2.25m). The market still remains slow and vastly reduced uptake on debt finance products, Rosebud is still struggling to compete with other products where a personal guarantee is not a required form of security. Government's decision on whether to extended or not the Recovery Loan Scheme come June 2022 will have a major impact on Rosebud.

Boost ERDF Support - In quarter 3, Boost saw a strong increase in the activity of the core services, with the procured service providers maximising on their resources to support the Lancashire business community and catch up on some missed support opportunities due to covid related factors. This meant that overall, the programme delivered to agreed contractual targets. It is worth noting that during this time the core services were reprocured. The team are essentially closing down the Boost three element of the

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support services and timelining the new core services to follow on with a seamless transition and continuation of the core growth hub services. To this effect there is now one new provider delivering the Growth mentoring service, all other services were successfully reprocured during this Official Journal of the European Union (OJEU) process. This service now has funding committed until September 2023. The team will be using this time to embed best practice and have conversations with the various potential funders to make sure this continues to be a sustainable and relevant service for the Lancashire business community. The Growth hub (Boost) remains committed to curating and simplifying the business support eco system to enable growth ambitious businesses across the county to benefit from the "Right" support at the "Right" time.

Performance Indicator	Frequency	Directorate	Current Performance
Number of visitors to Lancashire	Annual	Growth, Environment and Transport	Annual Report – schedule to be confirmed. Some data available – report potentially soon – May or July 2022 meeting.
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	
Number of Graduates working in Lancashire	Annual	Growth, Environment and Transport	Annual Report – schedule to be confirmed
Progress on the apprenticeship levy	Annual	Chief Executive and Director of Resources	Annual Report – schedule to be confirmed (July 2022)

Educational attainment

Early years Foundation Stage and Key Stage 2. Assessments did not take place for the period 2019/20 and 2020/21 (EYFS not mandatory during this period) hence the omission of performance updates under these areas.

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Performance Indicator	Frequency	Directorate	Good is	2017/18	2018-19	2019-20	2020-21	2021/22 Target
Pupils Average Attainment 8 Score at KS4	Annual	Education and Children's Services	High	46.7	46.7	49.7	50.4	47.7
SEND Pupils Average Attainment 8 Score at KS4	Annual	Education and Children's Services	High	31.8	32.5	36.5	35.5	32

Key Stage 4 (KS4). Due to the Covid-19 pandemic, the summer exam series was cancelled in 2021. GCSE grades were then determined by teachers based on the range of evidence available and they are referred to as teacher-assessed grades, or TAGs. This is a different process to that of 2019/20 where pupils awarded either a centre assessment grade, or CAGs (based on what the school or college believed the student would most likely have achieved had exams gone ahead) or their calculated grade using a model developed by Ofqual - whichever was the higher of the two.

The DfE advise to be cautious when comparing headline measures between years. The changes to the way GCSE grades have been awarded over the last two years (with CAGs and TAGs replacing exams) mean 2020/21 pupil attainment data should not be directly compared to pupil attainment data from previous years for the purposes of measuring year on year changes in pupil performance. The DfE have decided it is not appropriate to publish the progress 8 indicator.

Recent data published by the Department for Education (DfE) for the period 2020/21 suggests pupils' Average Attainment 8 Score at KS4 is 50.4. The Lancashire average remains higher compared to the national (48.9) and higher than the regional (49.6) state school averages. Lancashire is positioned in the 3rd quartile nationally against this indicator and ranked 76 of 150. The latest performance is well above the target set for 2020/21 (47.7). The SEND pupils' Average Attainment 8 Score at KS4 is 35.5. The Lancashire average is lower than the national (36.7) and regional (35.8) averages. Lancashire is positioned in the 3rd quartile nationally against this indicator and ranked 91 of all Local Authorities. The latest figure is above the target of 32 set for 2020/21.

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Lancashire has much to celebrate in terms of educational outcomes. Year on year, at all age phases, Lancashire performs in line with national comparators. This means that most children do well academically in Lancashire schools and settings. However, our aspiration is high for all children and young people, regardless of their starting point and, as a large and diverse county, we acknowledge that some children do much better than others. This difference in experience underpins the purpose of the Lancashire Education Strategy 2022-2025 that was agreed by Cabinet in December 2021 and is articulated clearly within the Children and Young People's Strategic Board vision where the emphasis is on 'All children achieving their full potential'. A key objective of the Education Strategy is to support integration across services so that barriers to learning can be overcome. This will be realised through the implementation of the Team around the School and Settings model, that will facilitate a partnership response to persistent issues that are preventing children and young people from achieving their full potential.

Education Improvement strives to continually drive-up performance within our secondary schools. The authority does this by offering high quality training, development and support to engage schools and governing bodies on areas of development such as outcomes for those with SEND, which, as seen in the data, is lower than regional and national data. The extensive offer for secondary schools includes the School Service Guarantee where schools are allocated a secondary advisor, Senior Leadership Briefings, bespoke / subject specialist consultancy work, promotion of networks and school-to-school support, as well as continued support from Lancashire officers. Furthermore, where a school is at risk of being downgraded at inspection, following discussion between the school adviser, the headteacher and team leader, the school is placed on the LA List of Schools that Require Improvement. Additional bespoke support is provided by one of the advisers from the Monitoring and Intervention Team (MIT). The DFE Trust and School Improvement funding is also used to provide additional support for schools that Ofsted have judged to require improvement.

Governor Services support those schools identified as having weaker governance, including signposting Lancashire's high quality training offer and consideration of strengthening the board with additional members. There is also a Chair of Governor mentoring offer as well as the development of Lancashire Leaders of Governance, who can provide an external review of governance.

Throughout the pandemic, our Education Partnership Officers have been able to provide schools with support and guidance around Covid-19 in an extremely fast paced environment, responding in an agile way and enabling schools to continue work around school improvement.

School placements. Above target figures report to previous Committee meeting. 2022/23 admissions figures will be published mid-2022.

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Exclusions. On target figures report to previous Committee meeting 2020/21 exclusion figures will be published July 2022

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2020/21 Quarter 3 (Oct –Dec)	2021/22 Quarter 3 (Oct –Dec)	2021/22 Target
Percentage of young people in employment education or training (EET)	Quarterly	Education and Children's Services	High	93% (Dec 2019 – Feb 20 average)	93.8% (Dec 2020 – Feb 2021 average)	93.2% (Dec 2020)	94% (Dec 2021)	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	88.9% (Dec 2019 – Feb 20 average)	90.3% (Dec 2020-Feb 2021 average)	89.6% (Dec 2020)	90.6% (Dec 2021)	86% (Dec 2020-Feb 2021 average)

16/17 year olds in Employment Education or Training (EET).

At 94%, the Quarter 3 position for 2021/22 shows an improvement for all young people compared to the 2020/21 Quarter 3 position of 93.2%. The Quarter 3 position for young people with SEND has also improved by 1 percentage point. The improvement in Lancashire performance is particularly notable as there are around 1,000 more young people in the cohort (Q3 2021/22 compared to Q3 2020/21) whose participation status must be tracked.

The continued focus on this area of work and the excellent engagement from secondary schools and post 16 providers has seen a sustained improvement in performance. This must be set against the continuing challenges being faced by the education sector, as well as children and young people themselves. The improvement in the December 2020 to February 2021 3 month average from the previous year shows how hard the team has worked to engage with the sector, which has been faced with various other priorities. This also reflects how hard the sector has worked to continue to support young people to make positive and sustained transitions to post 16 education, employment or training.

A range of actions continue to be undertaken to improve the NEET and not known position, including a focus on vulnerable groups, and to ensure Lancashire County Council is meeting the statutory duties in this area of work. The Authority continues to engage with other teams internally and are working more effectively with the Inclusion Service to share data on the participation status of young

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people with SEND or with an EHCP. The Authority is continuing to look at alternative solutions in relation to tracking young people for whom we have no contact details.

In response to the pandemic, the Authority used some Covid funding to commission a piece of targeted work to provide Year 11 leavers who had no post 16 intended destination with support and guidance on their future options, with a view them engaging in education, employment or training in the 2021/22 academic year. This focused support took place over summer 2021. An analysis of the commission showed that 982 young people were contacted and at the end of January 2022, 88.2% were in a positive destination.

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Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April – June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Target
Number of visits to libraries (annual cumulative indicator)	Quarterly	Education and Children's Services	High	3,486,877 (2019/20)	477,981 (2020/21)	265,139	393,140 658,279 (cumulative total)	440,628 1,099,525 (cumulative total)	1,400,000 Target reviewed Q2 (see notes). Previously 4,000,000
Number of PNET sessions (annual cumulative indicator)	Quarterly	Education and Children's Services	High	504,007 (2019/20)	55,646 (2020/21)	28,639	39,605 68,244 (cumulative total)	47,144 115,388 (cumulative total)	150,000 Target reviewed Q2. Target previously 621,000
Number of library events organised (annual cumulative indicator)	Quarterly	Education and Children's Services	High	11,718 (2019/20)	205 (2020/21)	48	103 151 (cumulative total)	2,585 2,736 (cumulative total)	1,000 Target reviewed Q2 Target previously 8,400

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Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April – June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Target
Number of e-downloads (annual cumulative indicator)	Quarterly	Education and Children's Services	High	353,007 (2019/20)	930,301 (2020/21)	242,993	228,301 471,294 (cumulative total)	248,729 720,023 (cumulative total)	800,000 Target reviewed Q2 Target previously 293,908
Number of volunteers in libraries	Quarterly	Education and Children's Services	High	677 (2019/20)	167 (2020/21)	143	78	310	250 Target reviewed Q2 Target previously 600

Use of Libraries. Quarter 3 2021/22 shows a continued steady recovery of visitor numbers, no doubt encouraged by the gradual return of in-library events over the quarter. "Plan B" Covid safety precautions remained in place within the buildings until January 2022, leading to some opening hours being lost and restrictions on capacity. The new target was set taking these limitations into account and will be revised as the situation hopefully improves.

People's network (PNET) sessions. Usage during Quarter 3 has continued to recover, with all terminals now available, though still being subject to some covid safety regulations. It is hoped this trend will continue as users become more aware of the computer upgrades that have been carried out during the "Network Refresh", especially with regard to improvements in the free WiFi service, with improved broadband, WiFi printing and more space being provided to encourage users to bring in their own devices. It is hoped to be able to collect data on WiFi usage to include in the usage figures shortly and targets will be reviewed as appropriate.

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Library events. This area has recovered significantly during Quarter 3 with in-library events now permitted and most sites starting to rebuild their programmes of individual events and regular activities. A new in-house online medium for listing and promotion of events in Libraries, Museums and Archives, "What's On" is now available on the county council website with links from each library page and from a handful of listings in October has grown rapidly. As well as data from "What's On" to provide counts of individual events, it is also intended to review the collection of attendance figures at all events to provide a means of accurate and consistent recording that would illustrate the success of such events.

e-downloads. The eBook service has seen a significant increase in registered members and usage throughout the pandemic restrictions, with new formats such as eMagazines, eNewspapers and eComics being made available. This quarter has seen some of the issues with obtaining data from a new supplier resolved. Whilst Quarter 3 has seen some levelling off in usage, this has been noted as a typical seasonal trend and it appears those who have moved to the electronic formats are staying with them, which is reflected in the new target set.

Volunteers in libraries. Note: Figures are not cumulative as month on month it is likely many of the same individuals will make up much of the total. Quarter 3 has seen a significant upturn in figures, as volunteers were approved to return into libraries from October 2021 and in-library events began to become re-established.

Performance Indicator	Frequency	Directorate	Current Performance
Use of libraries	Annual	Education and Children's Services	Annual Report – schedule to be confirmed (proposed September 2022).

Additional service developments. In addition to the above established key performance indicators many other service developments, projects and achievements are ongoing helping deliver the Supporting Economic Growth corporate priority. Performance metrics are being developed for these areas, along with associated targets where appropriate, for inclusion in future reports. These service development areas include:

- A major economic development and infrastructure investment pipeline of up to £20bn across the county comprising and including public sector investment. This investment includes significant volumes of other public/Government and private sector

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investment whereby the delivery of strategic development sites, enterprise zones, town and city regeneration, recovery, growth and low carbon projects, road, rail, cycling and walking infrastructure, utilities, clean energy, digital and fibre infrastructure is aligned to improvements in skills, employment, health and wellbeing and the environment.

- Within that overarching investment strategy, Lancashire County Council's transport authority pipeline is almost £10bn and its strategic development lead role leverages up to £2bn investment, including through:
  o Delivery of the £256m South Lancaster Growth Catalyst including major road, bus, cycling and walking investment supported by Housing Infrastructure Fund, unlocking delivery of over 9000 houses and employment land.
  o Targeted grant and commercial loan funds such as the £12.8m Lancashire Economic Recovery and Growth programme, £33m Urban Development Fund or contribution to the £10m Lancashire Inward Investment fund.
  o The Eden North project, which is an exciting landmark opportunity with £125m investment creating around 2,000 construction jobs with an anticipated 1m visitors. This is a key driver for post-Covid green recovery in the North West.
  o The £207m Preston Western Distributor which provides direct access to new housing developments and an alternative to rush hour traffic in the city centre and improves access to the motorway from Warton Enterprise Zone as part of the wider £570m City Deal unlocking major housing and employment growth and £43m Transforming Cities Fund which includes delivery of a new rail station at Cottam in the heart of new housing developments.
  o Lancashire Central and Samlesbury Enterprise Zone which provide 3 million sq. ft of commercial floorspace including high tech industrial and research, advanced manufacturing, cyber tech, engineering and logistics unlocking almost £0.75bn investment.
  o Almost £50m investment in business parks, office/hub space, residential care and commercial leisure.
  o Unlocking the full value of the £5bn Government investment in the National Cyber Force HQ with thousands of jobs, skills, and supply chain opportunities together with cascading benefits through spend in the Lancashire and NW economy.

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Caring for the vulnerable

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April-June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct – Dec)	2021/22 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	65.5%	64%	70%	69%	70%	66%
Percentage of children looked after who are actually living in Lancashire	Quarterly	Education and Children's Services	High	79.9% March 2020	80.0% March 2021	81.2% June 21	81.7% September 2021	81.3% December 2021	80%

Children and Families Wellbeing Service. Although reported performance for quarter 3 is above target, there was a reduction in the number of cases closed with 'all needs met' during November and December. During November there was an increase in families disengaging from services, and December's reduction was a seasonal anomaly (similar to August) whereby there is a reduction in the number of cases closed with all needs met due to school holidays and seasonal activities whilst other types of case closure remain consistent thereby suppressing performance against this measure. It is anticipated the position will return to normal during January 2022.

Looked after children actually living in Lancashire. This indicator remained above target at the end of Q3 2021/22 (81.3%). Social care teams, including fostering and residential teams have worked with commissioning colleagues and with independent fostering and residential providers to ensure children and young people can remain within their communities, where possible, enabling them to continue to access their educational establishments and be close to family and friends where it is safe to do so.

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Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April- June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Target
Percentage of adults and older people whose desired safeguarding outcomes are fully met	Quarterly	Adults Services and Health and Wellbeing	High	63.0%	65.4%	65.9%	66.9%	61.4%	70.0%
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	84.8%	83.9%	81.8%	80.1%	80.1%	83.5%
Percentage of 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	94.2%	95.6%	95.3%	96.0%	94.7%	96.0%

Safeguarding outcomes. There were 2,180 safeguarding alerts during Q3 and although fewer people indicated that their safeguarding outcomes were fully met in Q3, with performance dropping to 61.4%, 97% of people indicated that their desired safeguarding outcomes were partially or fully achieved.

The safeguarding service is implementing a whole service safeguarding transformation to improve procedures, reduce waste and duplication in the system, enhance and develop collaborative working with partners and importantly improve customer experience and outcomes. New ways of working are already demonstrating improved timescales in responding. This means that safeguarding enquiries are being dealt with quicker and appropriately including referring to a partner agency to complete and seek to deliver on outcomes.

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Quality of care homes. Across Lancashire 80% of care homes are rated good or outstanding by the Care Quality Commission (CQC), which is slightly below national performance (82%). Inspections of care homes recommenced slowly across the country following the pandemic. In Lancashire 29 inspections were published in the third quarter of 2021/22 compared to 11 in the same period in 2020/21. No Lancashire County Council maintained care homes were inspected in this period.

Lancashire County Council maintains 16 care homes for older people, 11 of which are currently rated good or outstanding with five care homes requiring improvement. The homes currently rated as requiring improvement are Castleford, Dolphinlee, Woodlands, Grove House and Thornton House. Three of these inspections took place in 2019 and the themes across the homes identified issues with record keeping, responsiveness to call bells, staff skill mix, staff shortages, quality assurance processes, handling of medicines and service management and leadership. Actions have been put in place to address these issues and resolve any behaviours identified.

Lancashire County Council also maintains 8 residential short break services for people with disabilities, two are currently rated as outstanding and six as good.

Quality of community service providers. Community care providers help people to live independently by offering care and support for people with learning disabilities, acute or chronic conditions, mental health needs or substance misuse problems. Across Lancashire, 94.7% of community care providers were rated as good or outstanding by the CQC, which is better than national performance (88%). LCC maintains 9 community care providers, 8 of which are supported living services and are all rated as good. The 'Shared Lives' service matches adults with learning disabilities, physical disabilities, older people and/or mental health needs with carers and their families, to live within their home, and become part of their family. The people living in Shared Lives continue to see their own family and friends as much as they want. This service is the largest in the country and is rated outstanding by CQC.

Inspections of community providers have also started to increase following the pandemic, with 6 inspections being published throughout Lancashire in the third quarter of 2021/22 (compared to 4 in the same period in 2020/21) One Lancashire County Council maintained community provider was inspected in this period, which was West Lancashire Domiciliary Service, who maintained its rating of good.

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Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April- June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Target
Percentage of adults with learning disabilities in employment	Quarterly	Adults Services and Health and Wellbeing	High	2.02%	2.3%	1.9%	2.1%	1.9%	3.1%

Adults with learning disabilities in employment. The proportion of adults with learning disabilities in employment continues to be low and under target. The national benchmark is 5.6%. The pandemic reduced some employment prospects impeding the opportunity for people with learning disabilities to be introduced to a working environment.

The response to the pandemic reorganised priorities internally and resulted in some of the staff within the adult disability employment support service being re-deployed into other business critical roles. This resulted in the reduction of some of the support and monitoring. Work has now started to resume in this area to review how more adults can be supported into employment in the 2021/22 year, by both the role of the specialist support team and also providers of care and support services.

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April –June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Target
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	84.3%	81.6%	86.7%	85.2%	87.4%	87.4%

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Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April –June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Target
Proportion of adults with learning disabilities who live in their own home	Quarterly	Adults Services and Health and Wellbeing	High	82.1%	83.0%	81.1%	90.9%	89.6%	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	69.7%	72.3%	71.5%	71.7%	71.8%	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	15.2	12.2	13.3	13.3	16.9	13.6
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	672.6	482.2	589.6	662.2	736.2	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 proportion of older people who are still at home 91 days after discharge from hospital is currently at 87.4% and performing above target along with regional (79.9%) and national average (79.1%).

As a council we have significant working relationships with 5 main hospital trusts spread over 8 sites and those arrangements continued throughout the last year including the hospital discharge arrangements during the pandemic. Ease and timeliness of data capture varied between hospitals and there were often considerable time lags between discharges organised by the NHS occurring and the data being shared with the council to enable assessments to occur.

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Proportion of adults with learning disabilities who live in their own home
Current performance is above target for the year and significantly above the national average of 77.3%. The reported reduction in performance for quarter 1 initiated a deep dive of the quality of our data recorded in our client database, as the trend did not appear to be representative of what was happening in Lancashire. This data cleansing exercise revealed a significant number of service users where the required information had not been recorded. Performance reflects Lancashire County Council's commitment to ensuring that people who have a learning disability and/or autism are supported to live as independently as possible. Work has been undertaken to offer people a supported living option where possible and placement in residential care is not the preferred model of support.

Proportion of adults and older people receiving long term services who are supported in the community. The proportion of people receiving long term services supported in the community is just under target at quarter 3. The pandemic reduced the number of people admitted to residential care, but as measures are starting to relax this is impacting those supported in the community as more are returning to a residential setting.

Permanent admissions to residential and nursing care homes per 100,000 population aged 18-64 during the year. 122 people aged 18-64 were admitted to residential care during the 12 months to 31st December 2021 resulting in a rate of 16.9 per 100,000 population. This is above the current England average of 14.6 per 100,000 population. This continues to be monitored to understand the impact that the pandemic has on this performance measure.

Permanent admissions to residential and nursing care homes per 100,000 population aged 65+ during the year.

The number of older adults being admitted to a residential /nursing setting has increased significantly over the third quarter, and now is substantially above the target range of 600-680 at 732.6 admissions per 100,000 population (which is1882 people admitted to permanent residential care in the year). This is a key area of focus for the next period, and as stated above links to challenges in the workforce across health and social care and this is an issue nationally as well as locally.

- In quarter 2 there were some reviews outstanding for people who entered care homes through Discharge 2 Assess (D2A) fully funded through March to August 2020. These were generally people across the county who had more complicated circumstances. There were also some unfinished Continuing Healthcare Review.

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- Informal carers who had continued to care through 2020/21 despite struggling pre-pandemic, came through to adult social care as lockdown eased and confidence in care homes returned. This resulted in more people agreeing to care home placements.
- Homecare pressures increased significantly from July 2021 onwards and more people entered care homes for short term placements from the community and hospital, pending availability of homecare. For some people, circumstances changed (their needs, their family or relatives' opinions, informal carers unable to take people back etc) and they remained in residential care on a longer-term basis.
- Community teams are working through backlogs of cases, which include people who have approached adult social care for a care home placement or are already in a care home and their funds have depleted below the threshold.
- People are being discharged from hospital with increased levels of and more complex needs. Going into a short term D2A bed enables recovery but requires the NHS to have sufficient therapy resource to be fully effective. People are not always regaining lost skills and abilities as they should, which leads to a higher care requirement, with some people remaining in care home placements significantly longer than pre-pandemic.

Health Checks. The delivery of health checks is still mainly through GP practices in primary care, with a small amount of provision from other commissioned services in workplaces, community settings and places of worship.

Elements of the NHS Health Check has to be delivered in a face-to-face situation, and as such, delivery continues to be affected by the pandemic. With the recent vaccine drive, capacity in GP surgeries has made it very difficult to deliver health checks and even with the relaxation of home working only recently coming into effect, many workplaces have not returned to previous capacity levels significantly affecting the availability of people eligible for a Health Check. Additionally, one of the commissioned third-party providers has given notice on their contract. In response, an existing provider will alter their existing delivery model via a contract variation to deliver health checks in workplaces and community settings.

With the above constraints being taken into consideration, Health Checks have still been taking place throughout the year, albeit at a reduced level. In the first quarter, 5,700 checks were offered (invites) with an uptake of 1,024 (18%), Quarter Two provided 4,826 offers with 2,228 delivered (46%), and in Quarter Three the figure reported to NHS England was 5,834 offered with 2,783 delivered (48%).

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NHS Health Checks remain a Public Health priority within the Healthy Hearts agenda and a series of mobilisation activities are already underway across Lancashire (Rossendale, Morecambe Bay, Central Lancashire and West Lancashire) with support from CCG colleagues, community providers, Lancashire County Council Corporate Communications and the Programme Office.

Performance Indicator	Frequency	Directorate	Current Performance
Public Health Outcomes in Lancashire	Annual	Adults Services and Health and Wellbeing	Report presented to 01/07/21 CCPI meeting. Additional metrics now being considered for inclusion in future reports. See also Public Health annual report 2021-22 at: Annex 1.pdf

Additional service developments. In addition to the above established key performance indicators many other service developments, projects and achievements are ongoing supporting and delivering the Caring for the Vulnerable corporate priority. Performance metrics are being developed for these areas, along with associated targets where appropriate, for inclusion in future reports. These service development areas include:

- In September 2021 the DfE and NHSE found evidence of significant improvements to address the 5 areas of concern identified in revisit of SEND Services. As the county council and partners have demonstrated clear and sustained progress, formal monitoring via 6 monthly-progress reviews has ended.
- The launch of the Family Safeguarding Model in Education & Children's services in January 2021 has continued to support a reduction in the number of children being taken into care, which will improve the quality of life for young people and improved the budget profile.
- The *Your Family's Early Help Assessment* was launched in autumn 2021 to further strengthen our Early Help approach, working alongside families from a holistic, strength-based approach when areas of support are first identified will stop escalation towards crisis and the need for more intensive and specialist intervention.
- Targeted work on free early years places for 2-year olds has resulted in significant increase in take-up, from 62% in the spring term to 81.6% in the autumn term.
- Schools and education settings have continued to be supported to respond to the challenges presented by the Pandemic.
- The Waste service also used the time during the pandemic to develop the 'Re-use Hub', a web based interface which can be accessed by council employees to browse a store of re-usable waste items. This is primarily targeted at social care services

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who can access items for vulnerable families or individuals that they work with and search for the specific items we have which are needed. Whilst this is already in use to some degree the lifting of covid restrictions will allow a full launch of the Re-use Hub and the re-introduction of the wider distribution network. A total of 1500 tonnes of waste items has been redistributed through the re-use network to date.

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Cabinet Committee on Performance Improvement
Meeting to be held on Thursday, 24 March 2022

Report of the Head of Legal, Governance & Registration Services

Part I

Electoral Division affected:
(All Divisions);

Corporate Priorities:
Delivering better services;
Protecting our environment;
Supporting economic growth;
Caring for the vulnerable;

Corporate Risk & Opportunity Register 2021/22 Quarter 4
(Appendices 'A' and 'B' refer)

Contact for further information:
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Brief Summary

This report provides an updated (Quarter 4) Corporate Risk and Opportunity Register and Summary Risk profile for the Cabinet Committee to consider and comment upon.

Recommendation

The Cabinet Committee on Performance Improvement is asked to note the updated:

   (i) Corporate Risk and Opportunity Register as set out at Appendix 'A';

   (ii) Corporate Summary Risk Profile as set out at Appendix 'B'.

Detail

Risk Management Framework

Good governance enables an authority to pursue its vision effectively as well as underpinning that vision with sound arrangements for control and management of risk. An Authority must ensure that it has a sound system of internal control which includes effective arrangements for the management of risk. Failure to develop and maintain a Corporate Risk and Opportunity Register means the Council would be

Lancashire
County
Council

negligent in its responsibilities for ensuring accountability and the proper conduct of public business.

The Cabinet Committee for Performance and Improvement and the Audit, Risk and Governance Committee are both key components of the county council's governance framework. However, they serve different functions within that framework.

The purpose of the Audit, Risk and Governance Committee is to provide to those charged with governance, independent assurance on the adequacy of the risk management framework (amongst other functions). This includes keeping up to date with risk management actions, seeking assurance they are managed effectively, that the risks are owned properly and ensuring that the Annual Governance Statement is a true reflection of the risk environment. The Cabinet Committee on Performance Improvement which comprises the leadership of the organisation, needs to show top-level ownership and accountability for those risks. Presenting the Corporate Risk and Opportunity Register to Cabinet Committee allows the leadership to fulfil that role and provides an opportunity for those in opposition to challenge how those risks are being managed.

The Audit, Risk and Governance Committee monitors the effectiveness of risk management arrangements and supports the development and embedding of good practice in risk management across the organisation. A review of this is undertaken annually by Internal Audit. Internal Audit have recently completed a review of Risk Management and have provided **substantial assurance** that the council's corporate risk management framework is operating effectively.

Quarter 4 update

The risks and opportunities have been updated using information provided through directorate risk registers and by individual directors. The main changes are the:

- Removal of the risk relating to SEND following the assessment of improvement in September 2021.
- Family safeguarding - the risk confidence RAG rating for this risk has changed from green to amber. An audit identified that there was some inconsistency in the quality of workbooks completed by social workers. Steps have been put in place to improve practice and additional performance monitoring has also been implemented.

The updated Corporate Risk and Opportunity Register is set out at Appendix 'A' and the amended Corporate Summary Risk Profile summary is set out at Appendix 'B'. A summary of the risks and opportunities is set out below:

Corporate Risks
CORP1 Reshaping the County Council

This risk remains on the register but has been updated to reflect the current position. Whilst this risk still focuses on ensuring we have the capacity and skills to ensure we are sufficiently innovative/radical to transform services at the required pace to

achieve the scale of change needed to deliver a balanced budget, the focus is now on:

- The change programme including capacity to deliver
- Our ways of working
- Improved partnership working
- A new County Council
- Financial Sustainability

There is progress across all the above workstreams.

CORP2 – Family Safeguarding Model

Work continues to implement the new Family Safeguarding model to ensure children and families receive timely and effective support. However, due to some inconsistences in practice, steps have been taken to rectify this and additional monitoring has been put in place.

CORP4 – Integration & Innovation

Responding to the Government legislative proposals for greater collaboration across the health and social care sector. Adult Social Care and Health Partnership Board has agreed a joint work programme. Engagement with members and senior officers is taking place.

CORP5 – ICT Provision

This risk focuses on the transition from Oracle R12 to Oracle Fusion, the use of data to plan and improve service provision and improving the councils core systems to promote innovation and implement best practice.

CORP6 – Covid 19 Impact on Services & Communities

This risk focuses on the council's response to the pandemic and the demand the response has put on both staff and service delivery. Parts of the organisation are still responding to the crisis whilst others have returned to business as usual as part of the recovery. A phased return/reopening to the office has taken place.

CORP7 – Impact on Community & Services

The demand for client-based services continues to increase so there is a risk that this may result in increased budget pressures and poor outcomes for those people in receipt of our services.

Opportunities

CO1 – Strengths Based Working

New ways of working in Adult Social Care as a result of covid being a catalyst for change - The 'lessons learned' have provided a platform for future ways of working. We have made a significant number of changes that we will endeavour to maintain.

CO2 – Environmental Improvements

Reduce the Authorities Carbon Footprint/Reduce impact on air quality from operations especially in urban areas to improve health outcomes.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

Good governance enables an authority to pursue its vision effectively as well as underpinning that vision with sound arrangements for control and management of risk. An Authority must ensure that it has a sound system of internal control which includes effective arrangements for the management of risk. Failure to develop and maintain a Corporate Risk and Opportunity Register means the Council would be negligent in its responsibilities for ensuring accountability and the proper conduct of public business.

List of Background Papers

Paper	Date	Contact/Tel

None

Reason for inclusion in Part II, if appropriate

N/A

Lancashire County Council Corporate Risk & Opportunity Register 2021/22 Q4

Risk ID Corp 1 – Reshaping the County Council: Our Improvement Journey		Current risk score: 16		Target Risk Score: 9
Risk Description	**Risk Consequences**	**Risk Owner**	**Current Likelihood**	**Current Impact**
• That the council will not be sufficiently radical or innovative to transform services at the required pace to achieve the scale of change needed over the next 12 months and beyond	**Capacity** • Inability to deliver full programme of staff and customer experience improvement • Inability to identify improvement opportunities that could contribute to service efficiencies / improved outcomes	Corporate Management Team (CMT)/Director of OD & Change	Major (4) **Target Likelihood** Possible	Major (4) **Target Impact** Moderate
• Inability to secure sufficient resource (capacity) across the organisation to deliver on some areas of the Improvement Journey due to competing priorities and the need to prioritise capacity towards ongoing COVID-19 response and recovery.	**Change programme** • Priority change activities are not happening as quickly as they could/should, and as a consequence, the benefits for citizens/staff are not being realised as soon as they could be. • Resources are not focused on the priority change activities; and the competing demands on resource time results in focus being across too many initiatives and therefore the delivery is not as effective or efficient as needed.	**Target date** March 2022/Ongoing	**Target Risk Confidence**	
• Risk of not having a joined up, cohesive, corporate wide LCC change programme with CMT oversight and appropriately allocated resources.	• There are financial costs for LCC, either for additional resources or delayed benefit realisation, as a consequence of the current approach, with the potential to failure to deliver key programmes.			
• Risk of multiple front doors with multiple gatekeepers to initiate change – Digital Services,	**Our ways of working** • Our future workplace model does not optimise the performance of our people, places, processes and technology. We are unable to leverage the best of			

Customer Access, operational services etc. This leads to: • A lack of strategic prioritisation, sequencing and link to organisational objectives • Too many completing asks • Silo working approach • Inconsistent approach to prioritisation and delivery of change projects • Inability to deliver a balanced budget post 2023/24	what is possible today and continuously improve & adapt in response to future challenges. • Inability to deliver full programme of staff and customer experience improvement • Inability to identify improvement opportunities that could contribute to service efficiencies / improved outcomes **Improved Partnership working** • Unable to build on the improved partnership working that has been a key feature of our response to the pandemic. The inability to build better alliances with our partners may have a detrimental impact on the outcomes for the people of Lancashire. **A New County Council** • County Councillors do not have the support they need to fulfil their roles within both the County Council and their communities. **Financial Sustainability** • Change opportunities may be missed that result in the council not meeting the needs of service users • Services become unsustainable and we cannot fulfil our statutory duties • Insufficient reserves • Unable to meet savings targets • External intervention if the council is unable to deliver a balanced budget in future years • Due to the pandemic there have been significant delays in the delivery of savings			

Current Controls
Capacity
• "Front Door to Change" designed and implemented to support prioritisation & allocation of resource for change across organisation.
• Core roles appointed to lead on the major elements (Staff Experience Lead, Customer Experience Lead, Analysis & Design Lead & PM Lead) who will drive and monitor progress against critical elements.
 	
Change Programme
    • Detailed PMO roadmaps developed with Adults, ECS and PH, and resourcing issues resolved.
    • Director of OD & Change involvement in LCC change programme.
 	
Our ways of working
    • Improvement Journey priorities aligned with corporate priorities, subject to regular review by Strategic Improvement Board
    • Staff Experience
        o Staff Experience Board established, with plan in place for priority outcomes & deliverables for the next 12 months
    • Values & Behaviours developed and disseminated
    • Customer Experience:
        o Customer Experience SRO appointed and funding in place to recruit customer experience lead
    • Programme governance:
        o Head of Improvement appointed to drive Improvement Journey programme
        o Corporate Programme Office transferred to Director of OD & Change to support alignment of capacity & focus with agreed strategic & Improvement Journey priorities
    • Data & Insight:
        o Adoption of Power Business Intelligence and agreement that it will become our core business analytics tool
	Control Owner
	Director of OD & Change		

- M365 landed – new tools and tech allowing flexible working - Significant programme of review of HR policy and procedure underway influencing flexible working and supporting desired new ways of working - Leadership and management development offer in place and evolving to meet needs of new ways of working - Budget allocation agreed for recruitment of core team to develop & monitor IJ programme - Development of framework to create "Front Door to Change" in order to agree priorities, allocate appropriate resources - The council has a number of work streams that support the corporate strategy and our ways of working e.g. digital connectivity: inequalities workshops etc **Improved Partnership Working** - Through the refreshed corporate strategy, we will set out the county council's vision and approach, but we will also acknowledge that we cannot achieve this on our own. We will adopt a flexible approach to partnerships that will allow us and the people and businesses of Lancashire to respond to the needs of the county, in a way that benefits everyone. - We are maintaining a number of the joint/strategic decision-making groups e.g. Adult Social care and Health Partnership (Formerly ASC cell), OOH cell to build on the collaborative ways of working - These joint boards have decision making ability and will feed into the new Strategic Commissioning Board **A New County Council** - All administrative procedures relating to county councillor appointments completed. - Induction programme completed - All councillors supplied with appropriate IT/telephony equipment **Financial Sustainability** - Updates provided to Cabinet through the money matters reports covering in-year financial position and medium-term financial strategy on a quarterly basis - Directorate Leadership Teams (DLT's) meet regularly and have a monthly focus on financial position and savings delivery chaired by the relevant Executive Director	CMT Director of Corporate services Chief Executive & S151 Officer/Director of Finance

• Programme Office is supporting the overall programme of savings activity • Financial Benchmarking information (with other County Councils) produced and reviewed annually as a basis for identifying those service areas with most scope for further efficiencies • Continue to monitor the impacts of price changes via our regular monitoring activity updating our forecast outturn and the MTFS • Continue to work with staff to develop new options savings options and revisit options • Continue to seek out, learn from and adapt services to follow best practice	
Mitigating Actions **Capacity** • Continue to recruit to remaining positions and key matrix roles (including Change Hubs) • Regular engagement with CMT to understand capacity challenges and prioritisation requirements • Identify opportunities for realignment of roles / activities in complementary areas to support IJ delivery, including Directorate change hubs which will help to identify, prioritise & deliver priorities using the full range of available resources. • Develop resource profile for activity in scope of IJ and identify any potential shortfalls with associated options / costings for filling gaps • Implement "Front Door to Change" framework and recommended actions including mapping of change capacity & demand, and prioritisation across directorates. **Change Programme** • Develop a joined up, cohesive view of all change activity. • Support CMT to have greater visibility and discussion on the entire change programme enabling informed strategic decision making from CMT and appropriate resource allocation. • Agree governance which will allow effective prioritisation and sequencing of change activity at a corporate level. **Our Ways of Working** • Link values & behaviours to performance & development discussions	**Mitigation Owner** Director of OD & Change

• Recruit Staff Experience Lead to lead implementation of staff experience programme deliverables • Ensure linkage between Ways of Working programme and Corporate Asset Management, use learning from Ways of Working to shape asset strategy to identify and deliver options for asset optimisation priorities and Introduce new staff survey / engagement approaches to improve data, insight and understanding of staff experience • Establish corporate Data and Insight Board with remit to identify priority requirements and develop solutions	
Improved Partnership Working • Improved Partnership working is an explicit cross cutting theme within the Corporate Strategy • Adult Social Care is continuing to feed into the county council's position on the levelling up agenda • Exec Director and Unitary Directors of Adult Services continue to highlight the importance of Adult Social Care at strategic health led discussions • Develop options for joint commissioning of learning & development to support systems leadership across key partners	CMT
A New County Council • Member development programme in place • Overview & Scrutiny work programme developed • AGM & appointments to Cabinet & all committees • Review of constitution	Director of Corporate Services
Financial Sustainability • DLT's review progress and are each chaired by the relevant Executive Director • Revenue position includes a planned contribution from reserves to support savings delivery and the 2021/22 funding gap • Savings plans have been subject to review as part of the budget monitoring process	Chief Executive & S151 Officer/Director of Finance

Progress: **Capacity** - Recruitment to core team complete; phase 2 recruitment underway. "Front Door to Change" design work & key engagement completed. - Resource profile for Change hubs and benefits realisation teams submitted for CMT and cabinet consideration **Change Programme** - AMEO consultants' recommendations for single front door and Gateway approval process endorsed by CMT. - Upgraded programme management system procured and piloted. - High level action plan to implement the single front door and gateway approval process has been developed; progress has stalled due to staff absence and ongoing covid impacts - additional support requested from Ameo to enable implementation - Support commissioned to progress next steps on Strategy & Priorities action plan from C&S; includes re-establishment of SIB and associated governance to provide CMT with joined up view and decision-making route **Our ways of working** - Supported pilot return to offices from early autumn, with key office sites reopening from Oct 2021; work ongoing to prioritise individual services' return to offices and appropriate timelines - Range of flexible spaces offered in CH complex to meet identified needs of services, using a single agile work style; desk and space booking pilot completed - Flexible working policy approved with additional supporting policies under development - Ongoing engagement with cabinet to ensure political support for progress - Customer experience board established **A New County Council** - Political Governance Working Group to convene to consider aspects of the constitution		

- Independent Remuneration Panel have reviewed member allowance scheme and have reported recommendations to Full Council
- Discissions taking place with political groups to improve communications with members on key issues and a member survey to take place
- Member development programme in place with all core and committee training delivered. Programme of bite sized briefings in place together with Vodcasts
- Member Development Working Group convening shortly
- Guidance and training on personal safety has been delivered to all members

Improved partnership working
- Discussions with partners continue to focus on more joined up approaches and opportunities to improve outcomes and save money
- Adult Social Care and Health Partnership Board continues to build on benefits of joint working
- Continue the work towards the development of strengthened partnership working through a joint long term strategic plan and a County Deal for Lancashire
- Support Lancashire Leaders to strengthen governance and engage with Government with a unified voice.

- Discussions with other Authorities and utilizing contracts. e.g., Electrical connections through AGMA Framework

Financial Sustainability
- Further savings to be identified to reduce the future requirement from reserves. This will be achieved ideally through a combination of efficiencies, more effective demand management and income generation but may also involve a reduction in some services. There will be targeted service reviews based on updated benchmarking information which looked at service unit costs compared to other county councils.
- Detailed work will be undertaken to determine the extent to which any of the underspending areas represent structural underspends not yet fully adjusted for within the MTFS for future years

• Overspending areas are also being reviewed to determine the extent that it is recurrent and not reflected in the MTFS • Prepare for the introduction of a new fair funding formula and 75% business rates retention • Impact of the recent Government 'Build Back Better' on health and social care being assessed • Due to receive c£28m of additional grant funding as part of the £1.5bn announced for local government for each of the next 3 years • In the main, this additional funding is offset by an increase in demand across client-based services • The level of reserves is still sufficient to meet forecast gaps through to 24/25 and beyond		

Risk ID Corp 2	Title: Family Safeguarding Model		Current risk score: 12		Target Risk Score: 8
Risk Description The Hertfordshire Family safeguarding approach does not deliver the expected outcomes	**Risk Consequences** • Children and families do not receive timely and effective support • Needs of children and families escalate, resulting in children coming into the care of the local authority when this could have been appropriately and safely avoided		**Risk Owner** **Director of Education and Children's Services** **Target date** March 2022	**Current Likelihood** Possible (3) **Target Likelihood** Unlikely (2) **Target Risk Confidence**	**Current Impact** Major (4) **Target Impact** Major (4)
Current Controls • Bid successful • Diagnostic undertaken by Herts team • High level implementation plan developed • Appointed to Head of Service lead and practice/systems roles • Family safeguarding Group provides oversight, reporting to Keeping Children Safe Board			**Control Owner** Director of Children's Social Care		
Mitigating Actions • Delivery of implementation plan			**Mitigation Owner** Director of Children's Social Care		
Progress: • Family safeguarding teams in place • Launch events complete • Mechanism to secure adult workers agreed • Recruitment to adult workers in progress and good oversight of recruitment • Ongoing monitoring of performance					

Risk ID Corp 4	Title: Integration & Innovation		Current risk score: 20	Target Risk Score: 6	
Risk Description	**Risk consequences**		**Risk Owner**	**Current Likelihood**	**Current Impact**
Earlier this year, the Department of Health and Social Care published the legislative proposals for a Health and Care Bill. The proposals contained within the white paper **'Integration and innovation: working together to improve health and social care for all'** sets out a range of reforms due to take effect from April 2022. These include:	Lack of clarity on governance during and following the White Paper reforms		**Adult Social Care in conjunction with CMT and partners**	Possible	Minor
• Making Integrated Care Systems (ICS) statutory bodies	Uncertainty of health workforce during reforms leading to joint working on programmes / projects not moving forward at the pace needed so as not to lose the excellent progress made during the pandemic in relation to integration, decision making etc.			**Target Likelihood** Certain	**Target Impact** Major
• Transferring the functions of Clinical Commissioning Groups to the ICS			**Target date** March 2022	**Target Risk Confidence**	
• Removing competition and changing procurement rules	Possible issues relating to finances, particularly if Covid temporary funding is ending as well as current NHS deficit				
• Seeking to strengthen the voice/influence of local government					
• Introducing measures to enhance assurance of social care by CQC	Concerns from social care staff on future assurance inspections by CQC				
• Creating a standalone power for Better Care Fund					
• Encouraging joint appointments of executive directors to support integrated care/working					
• Strengthening the role of Health and Wellbeing Boards					
As mentioned above, several themes are particularly relevant to the future					

working relationship between health and local government, and we will be looking to develop these through 21/22.

The government has also said that reforms to social care and public health will be dealt with later in 2021 outside the Health and Care Bill addressed in the white paper, with some minor exceptions. In readiness for this, the County Councils Network simultaneously launched ' The Future of Adult Social Care- Optimised Delivery.

Current Controls	**Control Owner**
• We are maintaining a number of the joint/strategic decision-making groups e.g. Adult Social Care & Health Partnership, OOH cell, to build on the collaborative ways of working	Directors & HoS
Mitigating Actions	**Mitigation Owner**
• Joint work programmes agreed between Adult Social Care and Health	Directors & HoS

Progress:
- Adult Social Care and Health Partnership Board has agreed a joint work programme and work is progressing
- At a senior level the County Council is involved in the ICP Development Advisory Group (Exec Director) and at the ICS Development Oversight Group (Chief Executive). This is pivotal to ensuing local government context and opportunity is understood and reflected in all plans and priorities
- Regular Internal health integration meetings (cross directorate) chaired by the Chief Executive to ensure clear and consistent approach to all meetings with NHS
- Briefings for county councillors involved in NHS meetings is being reinstated. Weekly meetings with lead cabinet members are taking place.

Risk ID Corp 5	Title: ICT Provision		Current risk score: 16	Target Risk Score: 8	
Risk Description	**Risk Consequences**		**Risk Owner**	**Current Likelihood**	**Current Impact**
			Director of Strategy & Performance/ Director of Finance	4	4
Oracle R12 to Fusion Oracle vR12 supports the heart of the council's people and financial resources. R12 is now end of life and is approaching the end of the final extended support period. LCC have embarked on a programme to replace R12 with Oracle Fusion and associated new processes for managing our money and our people information for 45,000 users.	Should the Fusion Programme fail, major disruption can be expected in the management of the Council's money, suppliers, customers, debtors, creditors, current workforce, retired workforce and impact for other beneficiaries of the system outside of LCC specifically with payroll services.			**Target Likelihood** 2	**Target Impact** 4
Further risk of challenge to implement Fusion exists when contract novation from BTLS to LCC is executed.	Contract award to Oracle has been made via BTLS and novation challenge could halt project progress without the ability to extend the programme end date past March 2022		**Target date** March 2022	**Target Risk Confidence**	
Failure to assign resources to the Oracle Fusion Programme will leave LCC without the ability to complete the project on time					
Data The organisation fails to use its data resource to good effect for the benefit of Lancashire residents	Un-optimised service provision with failure to plan service intervention and service delivery at appropriate times.				
Core Systems Lancashire has built up a 'technology debt' with regards to its major	These line of business (LOB) systems restrict the council from operating efficiently and hamper teams from innovation, automation and modern best practice.				

systems which help the organisation function in a modern, efficient, effective way.	
Current Controls **Oracle Fusion** Fusion Project Board established, SRO identified, programme under active management of the Chief Digital Officer.	Chief Digital Officer
Data Some management information is provided through appropriate Service Management Line of Business Systems. These systems are supported through best practice reporting and through the contribution of the Business Intelligence Team. This team are a stretched resource and cannot cover all data for the County Council.	Director of Strategy and Performance
Core Systems Controls for this are informal and exist on a basis of replacing the systems at the very end of their life as they are about to, or following, the data they go out of support by their vendor.	Director of Strategy and Performance
Mitigating Actions **Oracle Fusion** - Replace R12 with Oracle Fusion - Let contract with Oracle - Appoint Systems Integrator and deliver technical implementation - Appoint Change Partner and with them adopt new processes for all Fusion capabilities - Appoint Data migration partner and secure LCC resource to ensure data is R12 is cleaned and migrated in a timely manner to Fusion	**Mitigation Owner** Oracle Fusion Programme Manager
Data New head of data has been recruited and is in post. The post supports the needs of the organisations data requirements and to ensure they are designed and architected in optimal ways to support service delivery and customer experience.	Chief Digital Officer

• Next phase of planned work is to develop DaaS (Data as a Service) for Business Intelligence and the creation of Data Catalogues alongside a Master Data Management System which provides a single view of multiple systems **Core Systems** • The appointment of the Chief Digital Officer, the insourcing of the IT function and the creation of a Head of Architecture are helping to support the development of improved ways of working. The Head of Architecture is responsible for having agreed roadmaps for maintain products either via a SaaS (Software as a Service) route or regular updates products to enable business department to have LOB systems that provide the support for their respective function. The top SaaS product is the migration to Oracle Fusion which is the subject of a separate risk. A Head of Digital Business Engagement post has also been created and filled to ensure that digital services understand and help to deliver service needs.	Chief Digital Officer

Progress:
Oracle Fusion
    • End User engagement sessions being set up for the New Year.
    • Identifying 'Hard to Reach' users in service areas
    • Business Readiness surveys to be completed
    • Business Readiness Assessments to be completed for each service area
    • Communication cascades being supported
 	
Data
    • Post in place as part of the new Digital services structure. Further progress through the corporate adoption of a data strategy and putting the procedures in place to review data on all appropriate inbound Digital Requests.
 	
Core Systems
• All senior management posts in the service are appointed with staff in place.	

Risk ID Corp 6	Title: Covid-19 Impact on Services & Communities		Current risk score: 20 Target Risk Score: 12		
Risk Description	**Risk Consequences**		**Risk Owner**	**Current Likelihood**	**Current Impact**
Inability to adequately respond to the demands placed on Services as a consequence of increasing demands, capacity issues, and reduced resilience of staff.	Inability to meet service requests as demand outstrips current capacity because staff are dealing with both pandemic and BAU issues		**Corporate Services leadership in conjunction**	Certain	Major
Staff across all services have worked in crisis response mode from the outset of the pandemic. Alongside this business as usual work is being undertaken across many services.	Staff fatigue - risk of reduced energy levels to meet the constantly evolving demands and pressures. Risk of burnout.		**with CMT and partners**	**Target Likelihood**	**Target Impact**
	A reduction in staff availability/productivity due to the effects of the pandemic across services eg an increase in infection rates, local restrictions, child care/family/personal issues etc		**Target date** March 2023	Likely **Target Risk Confidence**	Moderate
	Risk to creativity and innovation with regard to developing and maintaining high quality outcomes for service clients				
	Potential reduction in productivity and throughput will increase pressures				
	Potential to negatively impact on internal and external customer/partner relationships				
	Potential for increasing costs, loss of income and pressure on budgets as some services are having to increase resources.				

Current Controls	Control Owner
- Corporate Emergency Response Team (CERT) continues to meet at least fortnightly and considers current situation reports - Contingency plans are available to be activated as needed which would primarily stand down business as usual/non-critical work and where possible, redeploy staff to support priority work areas - Ongoing situation monitored at leadership team meetings - Increase capacity through sourcing additional resource - Ensure all staff take their annual leave entitlements - Team managers keep the focus on staff wellbeing in 1:1s and team meetings - Ensure a sensible and reasonable approach to further changes, to support staff to meet the challenges	CMT
Mitigating Actions - Mitigating actions for loss of staff encapsulated for each individual service within the business continuity arrangements found in the Service Resilience Plans (SRPs); this includes identification of critical posts/functions, alternative arrangements for critical posts/functions, critical function analysis, specific responses in relation to Pandemic flu - These arrangements need to be viewed in line with the Corporate Emergency Response Plan (CERP) which provides the incident management and wider support structures in place. - Continue to monitor capacity and demand levels - CEX, ED, Director and HofS to continue to share messages of thanks and appreciation - Raise issues at CERT if corporate guidance/action required - Consider the need to stand down business as usual to focus on the pandemic response or seek financial support to increase resources to maintain overall continuity of services - Covid- 19 incident management - Vaccination programme - Local contact tracing - Community Testing/workplace testing	**Mitigation Owner** As above

Note: "Mitigating Actions" and "Mitigation Owner" are the header labels for the second row.

• Monthly staff webinars led by Directors to continue to share messages of thanks, appreciation and enable staff to showcase their best practice and fantastic response to the pandemic • Staffing issues and in particular staff welfare is a constant feature in leadership meetings	
Progress: **Outbreak Management** • Overall, controls are in place and functioning well at this point in time • Lancs-12 testing strategy refreshed to prioritise care homes. • Care sector levels vaccination to be tracked through IMT meetings. • Lancashire now part of a principle trial for anti-viral, via the Oxford group. • Local policy to encourage testing and non-attendance for those who are positive/symptomatic. • Revise 5-step community testing plan • Given escalating situation regarding infection rates consideration being given to re-establish response rather than recovery. This will potentially mean LRF Business Continuity group to stand back up. • Continued support for schools • Vaccination in care settings continues. Using buses as mobile units for targeted areas to promote vaccination campaign, leaflet drops etc. Once resources are identified these will also act as vaccination buses. • Developing a system for members of the public who don't have access to transport to call a designated line through Customer Access Service who can arrange a taxi and will act as a 'drive-thru' vaccination service. Finalising detail with NHS colleagues. • Children's Social Workers are now undertaking twice-weekly tests (with EDT testing three times a week to reflect the vulnerability of the public they come into contact with) • Initial preparations in terms of data collection and archiving in relation to the independent inquiry recently announced by the government • Support vaccination programme – HR protocol to be published/SMART team continuing to support community engagement awareness raising	

- Additional information added to resilience plan on Vaccine Appointment Booking in January 2022.
- Corporate Emergency Response Plan has been reviewed, considering learning from COVID19 as well as all the other responses to date. Service Response Plans are also being updated.
- Request for volunteers to support the NHS with administration roles went out last week. Great response from LCC with 67 volunteers coming forward. 36 have gone forward to support the vaccination programme and the activity has now been paused to allow NHS to train and onboard those volunteers first

- **Vaccination**
  - more than double the doses of vaccines were delivered in Lancashire week before Christmas. The largest increase was in the 18-39yrs age bracket.
  - Also noted that staff are now able to self-certify sickness for up to 28day to relieve pressure on GP surgeries.
  - Public Transport are continuing to work with transport providers to increase the offers of free transport to vaccinations, some providers are supporting but take-up has been quite low from the providers.

- **Testing programme:**
  - Continuing link with Districts regarding local strategies for now until December and then on to March 2022
  - Rolling out testing to Afghan refugee settlement programme
  - District Advice for contain functions (tracing, testing and community engagement) will be going to Health Protection Board this week
  - Continuing to support districts with Out of Hours contact tracing
  - Currently have a good stock of PCR and on-site Sure Screen tests. Had difficulties in getting hold of Lateral Flow Devices. Currently without LFD test kits but are expecting a delivery before new year. Now only getting the pack of 20 kits rather than the pack of 7 kits.

- All libraries have been restocked and priority is now to work with partners to plug any major gaps across the county.
- From an LCC perspective, increased stocks within Adult Social Care and Highways teams are getting the last of the 7-kit packs.
- Lancashire Constabulary and a local prison that has an outbreak have also been supplied with additional kits.
- Need to consider any LCC Services that need any additional stocks for the New Year.
  - o

- **Support safe return to buildings** (in line with Government guidance):
  - o Phased return/reopening has been taking place. Implementing the end of "Plan B" restrictions and the move back to "Plan A".
  - o Documents to support on risk assessments
  - o Key messages being produced on do's and don'ts when returning to office

- **Recovery Co-ordination**

  - Focus is now on business continuity and the impact from high staff absences will have on local public services including NHS, social care, emergency services and utilities.
  - Current modelling suggests that significant numbers of NHS staff could be absent from work, not necessarily sick but absent and this could be significant but requires further modelling.
    Sickness absence is going to be significant for all sectors including public transport and critical infrastructure such as utilities. There may also be impacts due to supply chain issues and reduced number of drivers available.
  - The recovery strategy is being reviewed and updated in-line with the potential impact on business continuity.
  - Intel cell is gathering data on staff absences.

Risk ID Corp 7	Title: Demand Impact on Community & Services	Current risk score: 16		Target Risk Score: 12
Risk Description Demand for client-based services continues to increase resulting in increased budget pressures and poor outcomes for those people in receipt of our services	**Risk Consequences** **Adult Social Care** Significant risk of provider failure, particularly for residential care and day service providers Further waves of Covid exacerbate these issues Risk of reduction in quality standards/not meeting CQC requirements and potential for an increase in safeguarding issues Potential for increased costs for the county council in maintaining provider income levels to 'shore up' the market and protect people's homes Some care home providers taking people for the 6 weeks 'discharge to assess' period at inflated rates. Risk to families if the placement needs to continue or very high 3rd party top ups, and to LCC if no other placement available and the top up needs to be absorbed by the council. Providers may increase their fees to maintain their ability to operate/generate sufficient returns. Could result in increased costs for the county council and for self-funders Risks for in-house services – ability to continue to operate/compete in the wider market	**Risk Owner** **ASC leadership** **Target date** **December 2022**	**Current Likelihood** Likely **Target Likelihood** Possible **Target Risk Confidence**	**Current Impact** Major **Target Impact** Major

		Potential for increased complaints and less choice. Increase in number of safeguarding alerts			
		People may not be receiving services in a setting assessed as appropriate. Families and care providers are under pressure and are reporting being concerned that they are not able to safely manage risk, leading to increased potential harm or death. Increased risk to others in residential care settings.			
		As yet, the future demand for such services is difficult to quantify. Some aspects of daytime support /accommodation-based services may require complete redesign.			
		People are waiting many days for MH beds that have been recommended by Adults Mental Health Practitioners (AMHPs) and medics, leaving people in the community or in residential care who have been assessed as requiring detention under the Mental Health Act			
		Puts families under more pressure and risks people being admitted to hospital, residential care or being placed out of Lancashire.			
		Puts pressure on the budget as we are not able to fill voids in a timely way, meaning that there are supported living settings with empty rooms rendering the care therein less cost effective.			

| **Children's Social Care**
Potential drift and delay – impact on timeliness of assessments, plans and interventions with children and families

Increased revenue budget pressures

SEND
Insufficient local places to meet needs

Unsustainable financial position

Poor outcomes for children and families | | | |

Current Controls

Adult Social Care

- Financial support package agreed by CMT for residential and day service providers
- Residential and day service providers are called every day to monitor their 'stability' on a range of issues and pathways in place to address e.g. workforce, financial issues, PPE etc
- Contracts team have dedicated resource to support providers on a day to day basis. Also have 'stand by' arrangements in place in case of provider failure
- LSCFT have put in place a team to support people while they await a mental health bed
- Commissioning team working with Contracts team, NHS and the care sector market to review the Market Position Statement - this will better inform the current state of the market and enable more confident joint planning for future need
- Adults leadership team strong links with NWADASS and national work being done on wider market viability/reshaping
- Position closely monitored by Adult Social Care & Health Partnership Board in form of ongoing reporting and jointly agreed action plans

Children's Social Care

- Clear governance and accountability arrangements in place via the Keeping Children Safe Board

Control Owner

Adult Social Care Senior Leadership Team

Director of Education and Skills / Director of Children's Social Care

• MASH / Demand Management group and Permanence and Children in Our Care group providing oversight of service improvements • Family Safeguarding Board providing leadership and oversight of Family Safeguarding Programme • Range of further activity to manage demand including Family Group Conferencing evaluation funded through pan-Lancs bid, VCFS led model of support pilot in Preston to be extended • Where Our Children Live Strategy together with Sufficiency Strategy to ensure most effective use of provision and to help identify and address gaps in service **SEND** • SEND Sufficiency Strategy agreed by Cabinet January 2020 • Alternative Provision Strategy agreed by Cabinet October 2021 • Delivery plans established	Director of Education and Skills
Mitigating Actions **Adult Social Care** • Financial support available to residential and day service providers • Close monitoring of providers enables pathways to be 'actioned' immediately if issues arise • Relationship with CQC maintained/safeguarding assessments being stepped back up (high risk safeguarding issues were monitored/actioned during Covid) • Service users and their families are being offered support and alternatives being offered/developed including links to community-based support • LRF will 'lean in' if required in event of further spike **Children's Social Care** • Delivery of Early Help Strategy • Delivery of Family Safeguarding • Evaluation of targeted interventions including Family Group Conferencing at pre proceedings, and VCFS model • Where Our Children Live Strategy and Sufficiency Strategy agreed by Cabinet in January 2021 • Deep dive on Placement Costs	**Mitigation Owner** All Adult Social Care Directors and Heads of Service Director of Education and Skills / Director of Children's Social Care / Director of Policy, Information and Commissioning

- Ongoing consideration of Covid impact - Provide input into the developing NHS operational plan for CAMHS service developments and be sighted on / support ICS discussions on CAMHS related NHS investment proposals **SEND** - Delivery of priorities within the SEND sufficiency strategy - Consulted on Strategy - Ongoing consideration of Covid impact	
	Director of Education and Skills
Progress: **Adult Social Care** - Quality Improvement Strategy in progress CQC resuming targeted inspections on key areas April 21 onwards - Market Position Statement and Intermediate Care Review on work programme for Adult Social Care & Health Partnership Board - Capital Board have now approved an investment pot for older people's services and an SLA for facilities management, cleaning and catering services is being developed - Compulsory vaccination to be extended to other regulated services which is likely to impact on workforce retention. Therefore, we are actively contacting providers to scope the extent of the impact and collaborating with NHS, ADASS and LGA - Social care reforms will have significant implications for the council as we are expected to equalise fees and pay fair price for care. Therefore, we are working closely with ADASS and CCN to understand and manage. Also taking steps to further uplift fees from April to keep pace with inflationary pressures - Increased demand and anticipate further pressures due to covid legacy. Strengthening market capacity through fee adjustments and active engagement with market plus introduction of other creative alternatives to increase capacity including introduction of personal budgets **Children's Social Care** - Early Help Strategy agreed. Delivery is ongoing. - Family Safeguarding launched.	

- Outreach services expanded.
- Family Group Conferencing evaluation planned as part of national programme, with additional national funding provided. Pilot VCFS provision in place supporting referrals from Children's Social Care Teams and funding agreed to extending service for further 12 months.
- "Where Our Children Live" project reported to Cabinet January 2021 and delivery plan in development
- Shifted block residential provision to establish more for children and young people with most complex needs. Continued focus on step down fostering placements with option to pay retainers to secure provision.
- Rates for Child in Need, Child Protection and Children Looked After all reducing but continued oversight in event of surge in Autumn 2021
- Where our Children Live Capital Bid to DfE successful and will now move to implementation
- Exploring opportunities for further innovation through NW ADCS innovation programme

SEND
- Increased Government funding provides some mitigation, but substantial pressure remains
- Additional investment to reduce SENDO caseloads
- Additional inclusion teachers and support workers provide direct support to enable the full-time attendance and inclusion of pupils with EHC plans who are either experiencing difficulties with their mental health that prevents their attendance at school or who are at risk of exclusion.

Opportunity ID: CO1	Title: Strengths Based Working		Current Opp score: 15		Target Opp Score: 20
Opportunity Description	**Opportunity Consequences**	**Opp Owner**	**Current Likelihood**		**Current Impact**
Covid has been a catalyst for a number of positive changes to the way we work.	The 'lessons learned' have provided a platform for future ways of working. We have made a significant number of changes that we will endeavour to maintain.	**ASC leadership**	Certain		Moderate
Remote working has enabled people to adopt a more flexible approach to their work/life balance, we have embraced technology as a way of staying in touch with our teams and our service users and providers, we have used people's skills in a more flexible way and have trusted them to get on and do, we have spent far less time in planning and more time in doing, we have maintained 'light touch' governance and stuck to the decisions that we have made, and we have proved to ourselves and our partners that we can continue to provide high levels of customer service and response in a crisis.	We will build on the relationships that we have developed with our partners and will continue to take a 'system wide' approach to decision making. We will trust our staff to work at home, but we must be mindful not to disregard the disbenefits of home working and will seek to achieve a more balanced approach when we are able to. We are able to take advantage of technology to improve the way we work and also improve and enhance our service offer. We will pursue the 'joint funding' approach and seek to agree the use of pooled budgets where appropriate. We will maintain the level of engagement that we have achieved with our valued providers. We will move forward at pace our market shaping work and will involve providers and service users at the forefront of our thinking.	**Target date** March 2022	**Target Likelihood** Certain **Target Opp Confidence**		**Target Impact** Major
There are many 'lessons learned' with our partners including our health and district colleagues and we have demonstrated that spending time arguing about 'who pays' is	We have used our staff flexibility. Many of them have stepped forward to take on new roles and have been very				

unproductive and unhelpful for our citizens. **Improved Partnership working** – responding to the pandemic has highlighted the importance of partnership working and is proof of what can be achieved if we work together. We want to use this as a platform to build better alliances with our partners to deliver improved outcomes for the people of Lancashire.	successful. We have recognised the huge amount of talent and commitment that we have across all of our teams. Many of our lessons learned, new ways of working and innovative approaches to service delivery should enable financial savings to be achieved.			

Current Controls • ASC leadership team continue to seek best practice examples and share learning • Ongoing reviews of services will capture potential financial savings • Discussions with partners continue to focus on more joined up approaches and opportunities to improve outcomes and save money	**Control Owner** ASC Directors and HoS
Progress: • ASC themed discussion on lessons learned/new ways of working. Seeking to build on the positives achieved through the pandemic. • Ongoing discussions with partners	**Mitigation Owner** As above
Actions to realise: Partners4Change project will build on new ways of working Adult Social Care and Health Partnership Board continues to build on benefits of joint working	

Opportunity ID: CO2	Title: Environmental Improvements		Current Opportunity score: 6	Target Opportunity Score: 16
Opportunity Description **Environmental Improvements (Air Quality, Noise and Safety)** **Green Fleet** • Electric Vehicles (EV) • Ultra Low Emission Vehicles (ULEV) • Alternative Fuels (CNG and Hydrogen) • Lower Emission combustion engines	**Opportunity Consequences** • Reduce Authorities Carbon Footprint • Reduce impact on air quality from LCC operations especially in urban areas by removing or reducing tailpipe emissions of noxious gases and particulates which impact adversely on heath.		**Risk Owner** HoS P&IT **Target date** Ongoing	**Current Likelihood** 3 **Target Likelihood** 4 **Target Confidence**	**Current Impact** 2 **Target Impact** 4
Progress to date • Replacement of older significantly less environmentally friendly vehicles with newer lower emission vehicles and plant as part of Capital Fleet Replacement Programme (Note latest Euro specification vehicles emit exponentially less than earlier Euro standard vehicles). • Looking at Electric Vehicles (EV's) but ranges and charging remain an issue • Working group formed with Fleet, Property and D&C and proposals being completed for pilot for single dual point 22 KW charging facilities at Bamber Bridge and N65 to trial EV's in Fleet and inform the working group to enable further roll out of infrastructure and EV's within LCC. • Three EV mid-sized vans now in Fleet Services (delivered April 21) which will inform further the feasibility and actions that may need to be considered with a larger roll out of EV and ULEV's; one of the vans will initially be used by user departments and teams on extended trials and to inform of possible changes to working practices and infrastructure requirements to achieve zero emission vehicles in practical operational use. • Investigation and trialling of various EVs (vans and cars) with Parking Services re enabling the use of suitable EV's for the Parking Services operations moving in-house this year.			**Control Owner** HoS P&IT Fleet Manager and Property Service		
Actions to realise • Corporate Charging infrastructure for Electric Vehicles			**Opportunity Owner** Director of Highways & Transport		

Key to Scores

	CATASTROPHIC (for risk) OUTSTANDING (for opportunity)	5	10	15	20	25
	MAJOR	4	8	12	16	20
	MODERATE	3	6	9	12	15
IMPACT	MINOR	2	4	6	8	10
	INSIGNIFICANT	1	2	3	4	5
		RARE	UNLIKELY	POSSIBLE	LIKELY	CERTAIN
			LIKELIHOOD			

Lancashire County Council Corporate Summary Risk Profile 2021/22   **Appendix 'B'**

Risk ID	Risk Description	Current Risk Rating	Target Risk Rating	Target Date	Risk Confidence Q1	Risk Confidence Q2	Risk Confidence Q3	Risk Confidence Q4	Direction of travel
Corp1	Reshaping the County Council: Our Improvement Journey	16	9	March 2022/On going					+ve
Corp2	Family Safeguarding Model	12	8	March 2022					+ve
Corp4	Integration & Innovation	20	6	March 2022					+ve
Corp5	ICT Provision	16	8	March 2022					+ve
Corp6	Covid-19 Impact on Services & Communities	20	12	March 2023					+ve
Corp7	Impact on Community & Services	16	12	March 2022					+ve
Opp ID	Opportunity Description	Current rating	Target Rating	Target Date	Opportunity Confidence Q1	Opportunity Confidence Q2	Opportunity Confidence Q3	Opportunity Confidence Q4	Direction of Travel
CO1	Strength based Working	15	20	March 2022					+ve
CO2	Environmental Improvements	6	16	Ongoing					+ve