

Lancashire County Council

Cabinet Committee on Performance Improvement

Wednesday, 30th July, 2014 at 2.00 pm in The Diamond Jubilee Room
(Formerly Cabinet Room 'B') - County Hall, Preston

Agenda

Part 1 (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 9 June 2014** (Pages 1 - 4)

To be confirmed and signed by the Chair.
4. **Quarterly Corporate Complaints Report** (Pages 5 - 36)
5. **Customer Service Centre performance report** (Pages 37 - 56)
6. **NHS Health Check update report** (Pages 57 - 62)
7. **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.

8. Date of Next Meeting

The next meeting of the Cabinet Committee will take place on Wednesday 1 October 2014 at 2.00pm in the Diamond Jubilee Room - Cabinet Room 'B', County Hall, Preston.

I M Fisher
County Secretary and Solicitor

County Hall
Preston

Agenda Item 3

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Monday, 9th June, 2014 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Present:

County Councillor Jennifer Mein (Chair)

County Councillors

D Borrow
J Fillis

A Schofield

1. Apologies for Absence

Apologies for absence were received from County Councillor Geoff Driver.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None declared.

3. Minutes of the Meeting held on 4 March 2014

Resolved: - That the minutes of the meeting held on 4 March 2014 be agreed as a true and accurate record and be signed by the Chair.

4. Quarterly Corporate Performance Monitoring and Improvement - Quarter 4 2013/14 Report Including Delivery of the Residential 20mph Programme Performance Update

Michael Walder, Senior Policy and Performance Officer, presented the quarterly corporate performance monitoring and improvement report for Quarter 4 of 2013/14.

The report set out that 73% of the total number of Directorate Key Performance Indicators, reported across each of their Quality of Service Reports, were performing well and were on track/target and/or improving.

As this was a report of year end performance, the report provided an update on a number of issues including sickness, children in need of help and/or protection, NHS Health Checks and average aged debtors, together with examples of performance highlights, e.g. Help Direct.

Tony Moreton, Assistant Director, Sustainable Transport, Environment Directorate, attended and presented details of the delivery of the residential

20mph programme, an area of performance not previously considered by the Cabinet Committee.

It was reported that, in respect of the residential programme, 240 of the 247 schemes planned for completion by the end of 2013/14 had been completed. In respect of the schools programme, 201 of the 217 schemes had been completed. Delays had primarily been due to the need to resolve contentious issues or due to planning issues.

County Councillor Fillis emphasised that amendments and additions to the programme had also contributed to the delays to the schools programme.

Reference was made to particular issues around enforcement outside schools, together with problems around parking restrictions which were often ignored and that the Governing Body and headteacher of each school had a role to play in encouraging parents to observe restrictions and advisory limits. Measures were also being taken by the County Council, linked to health and wellbeing, to encourage, for example, walking to school.

Resolved: - That the report, now presented, be noted.

5. Highway Defects Performance Report

Shaun Capper, Assistant Director, Lancashire Highway Services, Environment Directorate, attended and presented a report setting out details of performance in respect of highway defects.

It was reported that, currently, the performance indicator was 'to repair 90% of carriageway and footway potholes, identified by regular Highway Safety Inspections (HIS), within 30 days'. This indicator did not take account, however, of reports from the public, only those identified by HIS. It was now proposed to replace this performance indicator with the following 'to repair 90% of all carriageway and footway defects reported within 20 working days'. This would then cover defects identified by both HIS and those reported by the public which met the criteria for defects.

The report summarised performance in 2013/14 which showed that of 61,035 potholes identified, 59,304 (97%) were repaired within 30 days.

It was reported that Lancashire County Council's criteria for defects was consistent with that of other local authorities with highway responsibilities, as was the 20 working days target.

Reference was made to the opportunities for the delivery of a smoother and more transparent service as a result of the new performance indicator and it was confirmed that HIS would continue as it was not only considered good practice but was required to robustly defend claims for damages in what was known as a Section 58 process. The quality of the materials used, i.e. tarmac, had been improved and a review of core systems was underway which would address issues with ICT systems.

County Councillor Fillis referred to the Draft Transport Asset Maintenance Plan which he would be considering the following day and which sets out the Directorate's investment strategy in respect of maintenance of its transport assets for the period 2015/30 and defines investment priorities for maintenance during the life of the plan.

Resolved: - That the report and the proposed action, now presented, be noted.

6. Corporate Human Resources - Health Check Report

Katie Dunne, Service Manager, Corporate HR Team, attended and presented a report setting out details of performance against key metrics for workforce information for 2013/14, together with 2012/13 information for comparative purposes.

The following key issues were highlighted:

- An average of 8.12 days per employee were lost due to sickness against a target of 8 days;
- More employees were leaving the organisation than starting;
- The number of recruitment adverts had decreased but expenditure had risen;
- The target to deliver 1100 new starts on to employment programmes had been exceeded.

Reference was made to the reasons for staff turnover, which were highlighted in the report, together with the practical support available to support changes taking place which would result in a smaller organisation.

The Leader of the County Council highlighted the exceeding of the target to support employment programmes which demonstrated the County Council's commitment to supporting young people and opening up opportunities.

Resolved: - That the report, now presented, be noted.

7. Urgent Business

There was no urgent business to be considered.

8. Date of Next Meeting

The Cabinet Committee noted that the next meeting would be held on Wednesday 30 July 2014 at 2.00pm at County Hall, Preston.

I M Fisher
County Secretary and Solicitor

County Hall
Preston

Cabinet Committee on Performance Improvement

Meeting to be held on 30th July 2014

Electoral Division affected: None

Complaints dealt with under the County Council's Corporate Complaints Procedure and via the Local Government Ombudsman – Quarterly Report April – June 2014

(Appendices 'A', 'B', 'C' and 'D' refer)

Contact for further information:

Andy Wilkinson, (01772) 533378, Office of the Chief Executive

andy.wilkinson@lancashire.gov.uk

Executive Summary

A report detailing complaints dealt with formally under the County Council's Corporate Complaints Procedure, and approaches via the Local Government Ombudsman (LGO) during the first quarter of 2014.

Recommendation

The Cabinet Committee is asked to note the report and comment as appropriate.

Background and Advice

Corporate Complaints Procedure

The Local Government Ombudsman, urges local authorities to settle complaints locally, if possible, avoiding the need for a detailed investigation of any complaint by the Ombudsman. The Ombudsman would not normally begin a detailed investigation unless the Council has had an opportunity to resolve the complaint locally.

This report gives details of complaints dealt with formally under the Corporate Complaints Procedure during the period 1st April 2014 to 30th June 2014.

A copy of the Corporate Procedure is attached for the Cabinet Committee's information at Appendix 'A'. Essentially, it deals with all complaints which fall outside other more specific procedures and tend to be, but are not always, administrative and diverse in nature making it difficult to spot trends.

Issues which cannot be dealt with under the procedure include:-

- Social care issues relating to adults or children
- Complaints about schools which should be referred direct to the school

- Reports of and complaints about street lighting; highways defects; footpath obstruction; public transport services; and quality of goods.
- Complaints from County Council staff about employment issues
- Complaints against County Councillors

Complaints Received

The tables below show the number of formal complaints received during the first quarter of 2014 and the figures for 2013 for comparative purposes. The Cabinet Committee should note that the vast majority of complaints received from the public are resolved informally and at the first point of call, and are not recorded as to do so would be administratively excessive.

April – June 2014

Directorate	Complaints Received
Children & Young People	6
Adult Services, Health & Wellbeing	0*
Environment	5
Others	0
Total	11

April – June 2013

Directorate	Complaints Received
Children & Young People	8
Adult Services, Health & Wellbeing	0*
Environment	8
Office Of the Chief Executive	0
Total	16

(* All complaints received by the Adult Services, Health and Wellbeing Directorate were considered under the statutory Social Care Complaints Procedure).

Further details of the nature of the complaints received are set out at Appendix 'B'.

It would be wrong to conclude from the above that complaints are on the increase or decrease – such a conclusion could only be reached on an annual basis. Previous experience is that the number of complaints which enter the formal process is remarkably static at approximately 50 per year.

Local Government Ombudsman

After being considered under one of the Council's formal complaints procedures, complainants have the option, if they remain dissatisfied, to refer the matter to the Local Government Ombudsman (LGO) for independent investigation. Although the LGO would not normally investigate a matter before the Council has had the opportunity to investigate and respond to it itself, there are exceptions, mainly school

admission appeals, or, on rare occasions, where the LGO considers there may be exceptional reasons to commence an investigation immediately.

April – June 2014

Directorate	Referrals
Children & Young People	12
Adult Services, Health & Wellbeing	10
Environment	3
Others	0
Total	25

April – June 2013

Directorate	Referrals
Children & Young People	9
Adult Services, Health & Wellbeing	8
Environment	2
Others	1
Total	20

Details of the nature of the complaints received are set out at Appendix 'C'.

As with Corporate Complaints, it would be wrong to draw any conclusions regarding increases or decreases in the number of LGO cases from these figures. We are not informed of when the LGO received the complaints, although it is clear from their referencing standard that some have been with them for some time before being referred to the Council. In addition, some referrals will be recorded several times and across months and years, i.e. a referral may commence as premature, be referred to the Council for consideration under its own procedures, be referred back to the LGO which may make 'preliminary enquires' following which they may proceed to a formal investigation, therefore there is a danger of double, even triple counting when comparing statistics on a quarterly basis – it is not unusual for some complaints to span several months or years.

The LGO has now issued the annual summary of complaints made about the County Council, a copy of which is attached at Appendix 'D'. However, due to significant changes in the way the LGO deals with and categorises complaints, this year's summary does not include comparative data and its usefulness is limited (the LGO herself appreciates this). Clarification, particularly on complaints upheld, has been sought from the LGO and hopefully this will be available at the meeting. This is a 'one year only' problem and future year's reports should include this information.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

N/A

List of Background Papers

Paper	Date	Contact/Directorate/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

Corporate Complaints Procedure

Introduction

The Council is committed to providing the best possible service it can. If we fail to do this we want to know about it so that we can deal with the specific problem, take steps to avoid it happening again and so that we can improve our services.

We will try to resolve most complaints on an informal basis at the first point of contact but this procedure explains how you can take up matters formally through the Council's **Corporate Complaints Procedure** if you think the service you have received from the Council is unsatisfactory.

What is a complaint?

For the purpose of this procedure, the Council accepts the Local Government Ombudsman's definition:-

"An expression of dissatisfaction by one or more members of the public about the Council's action or lack of action or about the standard of service, whether the action was taken or the service provided by the Council itself or a person or body acting on behalf of the Council"

Is this the right procedure for my complaint?

The Corporate Complaints Procedure deals with all complaints where there is not a specific or legal procedure to deal with the matter.

By law, the Council has to consider complaints about the following matters under separate procedures set by the Government:

- Complaints about social care issues relating to [children](#)
- Complaints about social care issues relating to [adults](#)
- Complaints against County Councillors should be e-mailed to codeofconduct@lancashire.gov.uk

The Council also has specific procedures to deal with complaints about the following:

- [Street lighting](#)
- [Highway defects](#)
- [Footpath obstruction](#)
- [Public transport services](#)
- [Quality of goods you have purchased from a shop or trader \(Trading Standards\)](#)

We cannot deal with:

- complaints about schools – these should be referred direct to the school
- any matter on which you have commenced legal action against the Council
- complaints from County Council employees in respect of matters relating to their employment.

Complaints received anonymously will be recorded and considered where the County Secretary and Solicitor feels that is appropriate, but action may be limited if there is insufficient information available to ensure a full and fair investigation.

Delays

It becomes increasingly difficult to ensure a fair investigation after a period of time has lapsed since the original incident occurred. Complaints reported after 12 months of the matter arising will only be investigated if the County Secretary and Solicitor considers there are special circumstances.

Outcomes

The aims of the Corporate Complaints Procedure are

- to assist the Council in providing a customer focussed service
- to provide a fair, effective, transparent and structured means to investigate complaints or concerns about service delivery promptly and, where we are at fault, to put things right
- to make sure that complaints are dealt with consistently throughout the Council
- to encourage constructive feedback
- to help us improve our services and encourage best practice by all staff
- to increase customer satisfaction in Council services and in the way we handle their feedback

How to make a complaint

We have tried to make this procedure as accessible and straightforward as possible. Customers can contact us about their concerns in any of the following ways:

- in person at any of our offices
- by telephone (each of our Directorates has a complaints officer and contact details are set out at the end of this document)
- by letter (contact details are set out at the end of this document)
- by [e-mail](#)
- by completing the on-line form on our website ([form](#))

Our investigations into your complaint will be thorough and unbiased, will be completed within strict timescales unless agreed with you otherwise and your confidentiality will be respected as far as possible.

The two stages of a complaint investigation

Unless the complaint can be resolved to your satisfaction informally, the following process will be followed:

Stage 1 - Investigation by the Service Directorate

- The complaint will be formally acknowledged by the Directorate you are complaining about.
- It will be recorded on the Council's electronic complaints management system
- Someone other than the person complained about will carry out a full investigation of the complaint and, wherever possible, send you a comprehensive reply within 15 working days of when you made the complaint.
- In exceptional circumstances where the issues raised are more complex and will take more than 15 days to investigate, we will let you know why we need more time, provide you with a progress report within the initial 15 working day period and inform you of when it will be possible to let you have a full response.

Stage 2 – Consideration by a panel of County Councillors

Most complaints that proceed to the formal stage are resolved to the customer's satisfaction at Stage 1. However, if you are not happy with the response you receive, you have the right to ask for your complaint to be considered by the County Council's Corporate Complaints Committee. Details of how to proceed to Stage 2 will be included in the Stage 1 response. Under Stage 2:-

- arrangements will be made for the Committee to meet as soon as is practicable to consider your complaint. Unless there are exceptional circumstances (which will be discussed with you), this meeting will be held within 3 months of receipt of the request to proceed to Stage 2.
- you will be entitled to attend the Committee as will representatives of the Service Directorate(s) involved.
- if you do wish to attend the meeting, it shall, so far as possible, be held on a date convenient to you.
- if you do not wish to attend, the meeting will be held in your absence but the Directorate may be represented by a Head of Service not directly connected with the complaint in order to provide clarification or advice on technical issues relating to the complaint and/or on actions the Committee recommend should be taken in response to the complaint.
- a letter confirming the Committee's decision will be forwarded to you within 3 working days of the meeting. This letter shall constitute the Stage 2 response.

What if you are still unhappy with the response you receive?

We hope to sort out your complaint to your satisfaction. However, if you are still not happy after both stages of the procedure have been completed, you can ask the Local Government Ombudsman, an independent 'watchdog', to investigate your complaint. Details of how to do that will be included in the Stage 2 response but the Ombudsman's address is

Local Government Ombudsman,
PO Box 4771
Coventry
CV4 0EU

e-mail: advice@lgo.org.uk

In most cases, the Ombudsman will expect that you have given the Council the opportunity to resolve the complaint through its own procedures before she will investigate it.

Management of unreasonable complaint behaviour

There are a small number of complainants who pursue their complaints in ways that are unreasonable and /or who take up an unwarranted amount of Council resources.

In such circumstances, the Council may choose to apply its policy on the [management of unreasonable complainant behaviour](#), which has been drawn up in line with guidance issued by the Local Government Ombudsman. Such action is very rare and not taken lightly and complainants will be informed before any restrictions are applied to them in order that they might moderate their behaviour.

Management Information

It is important to us to use the information that we receive from complaints to improve service delivery. Complaints are therefore monitored, the information is reported as below and best practice is disseminated throughout the Council by the following practices:

- Every formal complaint is logged
- Progress is monitored
- Annual reports are considered by senior officers and County Councillors and any recommendations disseminated across the Council

Complainants have the option to record information about gender, age, ethnicity and disability. This information is used to ensure that our complaints system is accessible to all groups of customers.

Interpretation

The County Secretary and Solicitor will determine any matters of interpretation in this procedure.

Contact details for Complaints officers

OFFICE OF THE CHIEF EXECUTIVE

(General issues)

PO Box 78, County Hall, Preston, PR1 8XJ

01772 533416

Website Address: www.lancashire.gov.uk/yourcomments

RESOURCES DIRECTORATE

(Finance and Property issues)

PO Box 26, County Hall, Preston, PR1 OLD

01772 533284

ENVIRONMENT DIRECTORATE

(Highways and Transportation, Planning and Waste Management issues)

PO Box 9, County Hall, Preston, PR1 OLD

01772 534114

CHILDREN AND YOUNG PEOPLE

PO Box 61, County Hall, Preston, PR1 OLD

01772 530671

ADULT AND COMMUNITY

(Libraries, Museums, Welfare Rights, Registration Service)

County Offices, East Cliff, Preston, PR1 3EA

01772 531553

Adult Social Care;

NEA 13870, PO Box 162, Preston, PR1 3ER

08450 530009

Corporate Complaints Procedure: Formal Investigation

Name

Address

Daytime telephone number

E-mail address

Are you happy for us to correspond with you by e-mail? Yes/No

County Council Directorate concerned (if you know)

Reference on any previous correspondence

What do you think the Council did wrong?

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What do you think the Council should do to put things right?

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Corporate Complaints – Directorate for Children & Young People

April – June 2013

Received	Details	Response Date	Outcome /Decision	Date of Stage 2	Committee Decision/Outcome
11/02/13	Complaint regarding the management of a child's behaviour towards another during a residential trip	04/03/13	Explanation provided.	12/06/2013	Not Upheld
03/04/13	Inadequate assessments carried out by children's social care on the complainants Grandchildren.	04/06/13	Explanation of actions taken to address complaint. No further action taken	N/A	
08/04/13	Concerns regarding welfare of sister-in-law's children	29/04/13	Assurances given that concerns will be looked into. No further action.	N/A	
24/04/13	Refusal to be allowed to foster 3 siblings.	29/04/13	Discussions held regarding reasons behind decision, matter resolved	N/A	
01/05/13	Complaint regarding the actions of a parent partnership officer	20/05/13	Explanation of actions provided.	N/A	
02/05/13	Grandfather unhappy at the time given to parent of CLA to prepare for court proceedings	14/05/13	Explanation of actions and apology provided.	N/A	
08/05/13	Complaint regarding travel expenses	14/05/13	Remedy provided	N/A	
20/05/13	Complaint from LCC Foster Carer regarding change in practice	04/06/13	Apology provided	N/A	
24/05/13	Concerns from Great Aunt regarding family member.	14/06/13	Explanation and re-assurances provided.	N/A	

April – June 2014

Received	Details	Response Date	Outcome /Decision	Date of Stage 2	Committee Decision/Outcome
02/04/14	Inadequate provision of IDSS services	04/04/14	Explanation and apology provided	N/A	
22/04/14	Complaint received following earlier correspondence regarding Statement and transition. Acknowledgement sent same day with initial response providing a copy of complaints procedure as requested, with further letter rec'd 25/04/14.	02/05/14	A full reply was sent covering all previous correspondence accepting some delay in transition but confirming efforts to provide acceptable resolution by IDSS and the school. There are now more robust transition arrangements in place.	N/A	
08/05/14	Failure to provide financial payments for emergency placements	16/06/14	Explanation, back payment and apology provided	N/A	
19/05/14	Son's non attendance at school and apparent lack of support from IDSS to find a more suitable placement which followed several earlier emails	21/05/14	Full reply sent by service manager reiterating all previous replies that placement fit for purpose with further letters to and from parents to try and seek acceptable solution. SEN Code of Practice Procedures had been correctly followed as had management	N/A	

			of complaint within timescales.		
09/06/14	Concerns about son's Statement and handling of case when presented to panel	11/06/14	Full reply with copy of corporate complaints procedure sent 11/06/14. SEN Code of Practice Procedures had been correctly followed	N/A	
19/06/14	Inadequate response by duty desk to adoption enquiry	Due 24/07			

Corporate Complaints - **Environment** 1/4/13 – 30/6/13

Date Received	Subject Matter	Response Date	Response	Outcome Stage 1	Referred to Stage 2	Outcome Stage 2
9.4.13	Unhappy with meeting to discuss location of bus shelter in Fleetwood as an officer requested police presence unbeknown to the complainant	30.4.13	Explained that Officer attending previous site visit with complainant had felt intimidated. LCC had duty of care towards its staff and it was felt helpful for all concerned that police be requested to attend			
25.4.13	Failure to stop flooding at complainants property despite alleged promises from officers to do so, and the inadequate drainage systems serving the property	17.5.13 & 6.6.13	LCC had conducted comprehensive drainage investigation works around the property and repaired main carrier drain. Matter was a private riparian owner issue between the complainant and her neighbour Complainant not satisfied with the response given and raised additional points. Explained LCC had fulfilled its responsibilities under legislation. Highway drainage network around the	Not satisfied	Yes Cttee 15.7.13	Not upheld

Date Received	Subject Matter	Response Date	Response	Outcome Stage 1	Referred to Stage 2	Outcome Stage 2
			property was functioning. Advised complainant to seek legal advice.			
14.5.13	Problems with payment arrangements for bus pass and LCC not considering individual circumstances when contacting customers	31.5.13	Apologised and agreed that a 'Final Notice' should not have been sent. Accepted the complainants point about failing to consider individual circumstances when contacting customers and agreed would review systems.			
11.6.13	Lack of response and unprofessionalism from officers re concerns raised with regard to public access at Lever Park, Rivington	26.6.13	Complainant had received substantive replies explaining the situation and what actions had been taken and why. The officer had provided assistance on many occasions and had shown care in continuing to provide substantive answers despite the frequency of correspondence. Explained that complainants concerns re access were negligible and	Not satisfied	Yes Cttee 16.9.13	Not upheld

Date Received	Subject Matter	Response Date	Response	Outcome Stage 1	Referred to Stage 2	Outcome Stage 2
			did not warrant action.			
14.6.13	Dissatisfaction with the action taken by LPS concerning a PCN which the complainant alleged he never received.	8.7.13 & 11.7.13	PCN was correctly issued and all the statutory documentation was sent to the address supplied by the DVLA.	Not satisfied however not appropriate to escalate to Stage 2		
17.6.13	Dissatisfaction with the action taken by LPS concerning a second PCN despite the first one being cancelled, and questioning the quality of the line markings	15.7.13	PCN cancelled and remedial work to the lines undertaken.			
24.6.13	Lack of action in stopping unlawful work taking place on common land and the wasted funds that LCC are giving the Local Access Forum which is	11.7.13 & 2.8.13	The works on the common were considered minor and the harm caused by them constituted a low priority especially as there had been no other complaints therefore satisfied that officers acted appropriately. Explained LAF aims.	Not satisfied	Yes Cttee 16.9.13	Not upheld – however recommended review of role of LCC and other agencies in

	unrepresentative of the residents of Lancashire					protecting common land
Date Received	Subject Matter	Response Date	Response	Outcome Stage 1	Referred to Stage 2	Outcome Stage 2
24.6.13	Unhappy with the way in which a land dispute/adoption issue had been handled by LCC and being asked to remove his caravan from the road	18.7.13	Complainant could not provide any evidence to show that he owned the land. LCC had adopted the land and requested that the caravan was removed as was causing obstruction. Apology offered for minor administrative issues.	Not satisfied	Yes Cttee 14.10.13	Not upheld

Environment 1/4/14 – 30/6/14

Date Received	Subject Matter	Response Date	Response	Outcome Stage 1	Referred to Stage 2	Outcome Stage 2
7.4.14	The verbally aggressive behaviour of an operator who was working on the highway outside complainants her property	25.6.14	Witness statements showed complainant had parked where the operatives were working, causing a traffic tailback and potential health and safety hazard to herself	Satisfied		

			and others. Operative admitted that he shouted and used hand gestures but no evidence could be found to suggest that he swore or was abusive towards the complainant but evidence suggested that it was the other way round. Concluded that the operative could have dealt with the matter more appropriately and calmly and will undergo further customer care training.			
10.4.14	The rude and dismissive behaviour of an officer when attending a site visit at a waste transfer station,	13.5.14	Reviewed accounts from both officers who were present at the meeting. Conversation become heated on both sides and officer was subjected to a number of comments, some inaccurate, personal and unacceptable, and decision made to withdraw from the situation. Decided that the officer will no longer be actively involved in investigating the site.			
9.6.14	Failure to replace a bollard outside	26.6.14 & 27.6.14	Numerous attempts made to contact the complainant.			

	complainant's property (damaged bollard was removed over a year ago) and also the failure to respond to a number of telephone messages and emails		Bollard had not been replaced due to budget pressures. Due to budget changes now able to replace bollard and order placed.			
11.6.14	Process of fitting SpIDs during the last 12 months, particularly the performance of a palm pilot device which was purchased on parish's behalf. Officers have failed to address the equipment's performance		Pending			
1.5.14	Failure to maintain the verges, hedges and trees to a reasonable standard in Skelmersdale town centre and roads leading to it and lack of response to email.	11.6.14	Apologised for the delay in responding. Explained that the complainants initial enquiry was mistakenly forwarded to West Lancashire Borough Council as it maintained the verges on behalf of	Not satisfied	To be arranged	

			LCC. Explained that as funding is limited, works only take place to ensure safety is not compromised and that a minimum regime of treatment is provided. LCC do not have the resources to undertake the level of works that the complainant is requesting			
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Local Government Ombudsman Cases

April – June 2013

Received	Details	Directorate	Response	Outcome/LGO decision	Ref
Premature complaints					
18/4/13	Delay in assessing needs for domiciliary care; refusal to provide contact details for officers; manner in which he was questioned by SWs; not permitted to lodge complaint via telephone.	ASHW	N/A	Referred for consideration under the Statutory Adult Social Care procedure.	698
7/5/13	Inaccurate reports relating to foster care arrangements; treatment of them by Children's Services; issues relating to Core Group meetings; amount paid to them as family foster carers.	CYP	N/A	Complaint was already under consideration under the Statutory Children's Social Care procedure.	013
Preliminary enquiries					
9/4/13	Same complaint as 013 above	CYP	11/4/13	Being considered under the Statutory Children's Social Care procedure	013
2/4/13	Complainant not having enough contact with her children and that the Council was failing/had failed to properly investigate her safeguarding referrals about her children's safety and the treatment they get from their father.	CYP	3/4/13	Complaint about events three years ago. No clear reasons why the Ombudsman should not apply the 12 month rule therefore declined to investigate.	389
30/4/13	Contact arrangements in place which enable him to see his daughter.	CYP	1/5/13	Arrangements decided by the court therefore outside Ombudsman's remit.	377
15/5/13	The care and support complainants sister had received and her own experience as a carer.	ASHW	15/5/13	Further clarification from complainant that her complaint	503

				related to NHS not LCC.	
16/5/13	Issues relating to her sisters care of and contact with her niece.	CYP	21/5/13	Arrangements decided by the court therefore outside Ombudsman's remit.	543
28/5/13	The Council preventing complainant seeing his 5 year old daughter; preventing his mother seeing his grandson; failure to help his older who had a history of serious behavioural issues.	CYP	2/6/13	Matters were scheduled for consideration by the Court. NFA by LGO.	154
4/6/13	Issues relating to daughters care package.	CYP	4/6/13	Referred for full LGO investigation	902
Full investigations					
5/6/13	Son's funding has been cut with his special day care services being removed.	ASHW	18/6/13	Still with LGO.	922
16/4/13	Council's failure to disregard complainant's mother's bond in calculating funding for her care costs at a residential care home.	ASHW		The Ombudsman found no fault in the way Council dealt with matter.	773
30/4/13	Council failed to support complainant as a 'child in need' from 2006 to 2007 when he was between 16 and 18 years old and homeless.	CYP	4/6/13	Complainant not known to Council but arrangements made to assist him resolve issues. NFA by LGO	683
1/4/13	The Council failed to inform complainant of correct level of care charges when care package agreed and was unfairly claiming backdated charges	ASHW	7/5/13	LGO discontinued investigation because Council had not had the opportunity to respond to complainant.	828
2/5/13	Alleged lack of support provided to complainant's late mother in a care home.	ASHW	2/6/13	Still with LGO.	113
28/6/13	Complainant and other residents were not properly cared for by the manager of the care home where they lived.	ASHW	16/7/13	The Council was not at fault.	635
19/6/13	The Council (i) failed to take action in 2009/10 with regard to financial abuse of complainant's father, (ii) failed to properly	ASHW	11/9/13	Still with LGO.	407

	investigate her complaint about that matter, (iii) delayed completing the investigation and (iv) failed to take action with regard to concerns she raised about the care being provided to her father in a nursing home.				
School Admission Appeals					
15/5/13	Administrative fault in the way the Independent Appeal Panel considered appeal for the in-year admission of son.	CYP	29/5/13	Panel considered case fully and there was no fault in the appeal.	638
Ended without referral to Council					
24/4/13	The Council says that it has overpaid her and is reclaiming the money it says she owes.	HR	N/A	The law prevents the Ombudsman from investigating complaints about personnel matters	657
29/5/13	The issuing of a Parking Charge Notice (PCN).	ENV	N/A	The Ombudsman should not investigate because it was reasonable to expect complainant to have appealed the PCN and the cost of it, of £35, was not significant injustice enough to warrant an investigation.	811
13/6/13	Issues relating to the Council's provision of a dropped curb.	ENV	N/A	The Ombudsman would not investigate. The main issue happened too long ago and it would not be a good use of the Ombudsman to investigate the complaints process.	630

April – June 2014

Received	Details	Directorate	Response	Outcome/LGO decision	Ref
Premature complaints					
7/5/14	The care complainant was receiving from the NHS for his conditions; a request he made for an ASC assessment in February 2013 and the results of that; the personal intimate relationship he had with a lady who is a foster carer.	ASHW	N/A	Referred to AHSC for appropriate action.	230
16/5/14	The care of complainant's father at a care home and in particular concerns about a fall and serious injury to his father.	ASHW	2/6/14	Complaint was already under investigation under the social care complaints procedure.	973
20/6/14	Safeguarding issues relating to complainant's daughter.	ASHW	N/A	Safeguarding issues were already under investigation.	550
Preliminary enquiries					
23/4/14	The vetting procedure for its foster carers and also his difficulties in being assessed for adult social care.	CYP	28/4/14	Neither Directorate had received complaint – offered to consider issues if complainant wished.	230
15/4/14	The Council had refused to fund complainant's (a care leaver) education at university following change of policy.	CYP	22/4/14	The Council has now agreed to pay the university fees and term-time accommodation costs according to its previous policy.	244
24/4/14	The Council failed to take action in relation to a lane that provides vehicular access to complainant's house which is also a public footpath. Claimed another resident had damaged and obstructed the lane and the Council refused to take action against the	ENV		LGO found no fault with the way the Council decided not to take action in relation to the lane.	790

	resident or carry out repairs and remove obstructions itself.				
30/4/14	The Council failed to properly investigate safeguarding referrals about the care the complainant's grandson receives by his mother and her family; the Council failed to involve the father and his family (i.e. the grandparents) in child's life; the Council failed to deal properly with his complaint.	CYP	14/5/14	Longstanding complainant. Council confirmed it had responded to and it was very clear that correct measures had been taken and were in place to safeguard the child.	334
14/5/14	Issues relating to the payment of care fees.	ASHW	27/5/14	LGO found no fault.	528
14/5/14	Refusal to grant disabled bus pass.	ENV	16/5/14	Still with LGO	975
14/5/14	That the Council had lost complainant's passport.	CYP	10/6/14	The Ombudsman decided had no jurisdiction to investigate this complaint.	577
28/5/14	Re the budget for 2 service users that complainant used to care for – that their budgets were cut and as a result they were unable to carry on providing the care they needed.	ASHW	2/6/14	Responses under statutory procedure provided – still with LGO.	678
4/6/14	Complainant not being invited to a child protection conference.	CYP	20/6/14	Any injustice caused is not significant enough to justify an Ombudsman investigation.	167
10/6/14	The care of complainant's sister at a care home.	ASHW	16/6/14	With LGO	735
12/6/14	Safeguarding issues relating to complainant's children.	CYP		Subject to ongoing Court proceedings.	851
17/6/14	Service received from the Coroner's office and that the Council will not provide a post mortem report to complainant dating back to 27 January 1991.	ASHW	17/6/14	Council had no record of complaint – further details requested.	109
30/6/14	Children services had failed to communicate properly or adequately with complainant about her son who is a looked after child under s20 Children Act 1989.	CYP	30/6/14	With LGO	631

30/6/14	Issues relating to payment of care fees.	ASHW			
Full investigations					
28/4/14	After it received a safeguarding allegation against complainant, the Council failed to tell him or question him before telling others; disclosed his address to third parties; told third parties about the allegation without his permission or good reasons.	CYP	28/4/14	With LGO	332
4/6/14	Safeguarding issues relating to the care of complainant's mother.	ASHW			
11/6/14	The Council failed to properly investigate safeguarding referrals about the care the complainant's grandson receives by his mother and her family; the Council failed to involve the father and his family (i.e. the grandparents) in child's life; the Council failed to deal properly with his complaint.	CYP			334
School admission appeals					
8/5/14	Council had not offered the opportunity for an admission appeal.	CYP	9/5/14	Appeal arranged.	125
19/6/14	Complainant does not agree with decision of independent panel.	CYP	30/6/14	With LGO	589
Ended without referral to Council					
24/5/14	The Council inaccurately reported an incident involving complainant in a report; failed to deal with complaint within the Children Act 1989	CYP	N/A	The LGO declined to investigate as issues had been decided on by the Court.	673

	procedure; should not have recommended contact with extended family be restricted.				
28/5/14	Issues relating to payment of care charges.	ASHW	N/A	Complaint not made in the normal 12 month period and no good reasons to exercise discretion to investigate now.	798
24/6/14	The Council will not compensate for pothole damage to car.	ENV	N/A	Outside jurisdiction - reasonable to expect the complainant to seek compensation through the courts.	312

7 July 2014

By email

Ms Jo Turton
Chief Executive
Lancashire County Council

Dear Ms Jo Turton

Annual Review Letter 2014

I am writing with our annual summary of statistics on the complaints made to the Local Government Ombudsman (LGO) about your authority for the year ended 31 March 2014. This is the first full year of recording complaints under our new business model so the figures will not be directly comparable to previous years. This year's statistics can be found in the table attached.

A summary of complaint statistics for every local authority in England will also be included in a new yearly report on local government complaint handling. This will be published alongside our annual review letters on 15 July. This approach is in response to feedback from councils who told us that they want to be able to compare their performance on complaints against their peers.

For the first time this year we are also sending a copy of each annual review letter to the leader of the council as well as to the chief executive. We hope this will help to support greater democratic scrutiny of local complaint handling and ensure effective local accountability of public services. In the future we will also send a copy of any published Ombudsman report to the leader of the council as well as the chief executive.

Developments at the Local Government Ombudsman

At the end of March Anne Seex retired as my fellow Local Government Ombudsman. Following an independent review of the governance of the LGO last year the Government has committed to formalising a single ombudsman structure at LGO, and to strengthen our governance, when parliamentary time allows. I welcome these changes and have begun the process of strengthening our governance by inviting the independent Chairs of our Audit and Remuneration Committees to join our board, the Commission for Administration in England. We have also recruited a further independent advisory member.

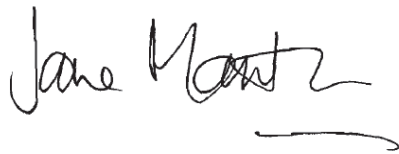
Future for local accountability

There has been much discussion in Parliament and elsewhere about the effectiveness of complaints handling in the public sector and the role of ombudsmen. I have supported the creation of a single ombudsman for all public services in England. I consider this is the best way to deliver a system of redress that is accessible for users; provides an effective and comprehensive service; and ensures that services are accountable locally.

To contribute to that debate we held a roundtable discussion with senior leaders from across the local government landscape including the Local Government Association, Care Quality Commission and SOLACE. The purpose of this forum was to discuss the challenges and opportunities that exist to strengthen local accountability of public services, particularly in an environment where those services are delivered by many different providers.

Over the summer we will be developing our corporate strategy for the next three years and considering how we can best play our part in enhancing the local accountability of public services. We will be listening to the views of a wide range of stakeholders from across local government and social care and would be pleased to hear your comments.

Yours sincerely

A handwritten signature in black ink that reads "Jane Martin". The signature is written in a cursive style with a long horizontal flourish at the end.

Dr Jane Martin
Local Government Ombudsman
Chair, Commission for Local Administration in England

Local authority report – Lancashire County Council

For the period ending – 31/03/2014

For further information on interpretation of statistics click on this link to go to <http://www.lgo.org.uk/publications/annual-report/note-interpretation-statistics/>

Complaints and enquiries received

Local authority	Adult care services	Benefits and tax	Corporate and other services	Education and children's services	Environmental services and public protection and regulation	Highways and transport	Housing	Planning and development	Total
Lancashire CC	48	1	9	65	2	16	0	22	163

Decisions made

Local authority	<u>Detailed investigations carried out</u>		Advice given	Closed after initial enquiries	Incomplete/Invalid	Referred back for local resolution	Total
	Upheld	Not upheld					
Lancashire CC	19	41	1	31	8	63	163

Cabinet Committee on Performance Improvement

Meeting to be held on 30th July 2014

Electoral Division affected: All

Customer Access Performance Report

(Appendix 'A' refers)

Contact for further information:
Phyl Chapman, (01254) 220659, OCE,
Phyl.chapman@lancashire.gov.uk

Executive Summary

The Customer Access Service's current performance target is:

Corporate Services Contact Centre – 90% calls answered

Social Care Contact Centre – 87.5% calls answered

Further information providing a more comprehensive measurement of service delivery is provided at Appendix A.

Recommendation

The Cabinet Committee on Performance Improvement are asked to note the contents of this report.

Background and Advice

Customer Access Service (CAS) is the first point of contact for 60% of all incoming telephony and e-mail enquiries to the County Council. CAS was established in 2005 with 16FTE and by 2014 this had risen to 200+FTE. Social Care telephony services were introduced into CAS in 2007 and since then the service has grown considerably, currently delivering twenty four County Council services and two West Lancashire Borough Council services.

Within the dedicated Social Care Centre a highly specialised and sensitive service is delivered offering information, advice and assistance on all matters relating to Adult & Children's social care, including Help Direct calls. CAS cover issues as simple as meals on wheels applications all the way through to complex child protection and safeguarding adult issues.

CAS advisors process all Social Care contacts and referrals using processes and procedures agreed with CYP and Ash&W checking systems and updating chronologies which enable social care professionals to focus on thresholds and decision making.

The Customer Contact Centre delivers twenty three services including; Highways, Libraries, NowCard, Registrars, Certificates, Waste, Welfare Rights. Staff are required to deliver both detailed transactional services and validated signposting to agencies across the public sector. This requires detailed training and ongoing professional development to ensure all manner of requests, from referral and signposting, to end to end resolution exceed customer expectations.

CAS advisors are the first line advice and support channel for County Council customers and contacts are often of a sensitive nature, requiring delicate handling. Each service deliver is governed by its own specific legislation, therefore, the CAS have to ensure that staff are fully trained and deliver accordingly.

CAS advisors are supported by a dedicated training team who provide bespoke training packages in line with the range of services provided. CAS deliver services with a focus on understanding the customer perspective. Each element of service is assessed against one question:

What does excellent customer service look, sound and most importantly *feel* like?

This means that we encourage behaviours so that:

- The customer experiences a natural conversation with CAS staff;
- Every customer is treated with respect, dignity and understanding ;
- Customer need is the cornerstone of service delivery;
- Quality and timeliness is emphasised;
- Customers are not passed around before their enquiry is answered;
- New technology ensuring access to services is easier for the public ;
- Knowledge of all local government services is readily available to all staff as their primary reference;
- A single customer record is used so that customers do not have to repeat what they have already told us and this is used to support case and service level decision making;
- We get it right first time

We measure performance so that:

- We can tell that enquiries are handled without undue delay;
- Set targets and objectives are consistently exceeded by making good use of workforce planning tools and management information;
- The customer experience is measured, assessed and services re-engineered to deliver the optimum experience

The CAS dedicated training team provide a rigorous induction programme for all staff. This covers:

- Customer Care and soft skills
- Technical service and systems knowledge
- Health and safety
- How the organisation is run
- Data protection legislation

- Best practice for telephony, e-mail and web access channels

This is structured so that staff receive:

- A 5 week training induction
- e-Learning modular programme
- Several weeks spent on our nursery bank for peer to peer coaching
- Intensive monitoring and coaching by team leaders
- Interim and probationary reviews

Longer term an ongoing timetable of development and refresher training is provided, utilising a mix of workshops, coaching, and job shadowing of delegates from all client services which has proved crucial to effective service delivery.

Staff have generic contracts and are offered a matrix framework of grades and accelerated progression to encourage development. This is driven from their Personal Development Plan which may include:

- Fast tracking based on relevant skill sets being achieved
- Customer Services qualification courses
- Aspiring team leader courses
- Aspiring management courses
- One to one feedback sessions
- Team building days/events
- Regular communication and feedback from senior managers

Before introducing any new service, CAS Business Performance Transformation Team (BTPP) scope and evaluate how the service is currently designed and delivered. This includes measuring call volumes, average handling times, processes, systems used and number of FTE required. CAS BPTT work closely with the new service to re-engineer processes from end to end, design and deliver suitable training packages and identify improvements, savings and consistent service delivery before the service is fully integrated within CAS.

The most recently integrated services within CAS are;

- Help Direct
- Care and Urgent Needs Support Scheme
- Libraries
- Procure 2 Pay
- West Lancashire Borough Council Revenues
- West Lancashire Borough Council Benefits

Our main stakeholders are members of the public and we undertake daily surveys to ensure customers are effectively represented and championed within the authority and with our partners. This data helps to improve the level of evidence based customer insight to better respond to the changing needs of our customers

We have agreed service level agreements for services located within the Customer Service Centre and we meet at regular intervals to review, amend, discuss and update as necessary.

Management and teams have taken collective responsibility to enhance our reputation with a customer focused approach that reflects our customer's diversity and needs.

Staff are empowered to take ownership of every enquiry. CAS has created an environment where staff see the needs of the customer as paramount and have adopted and enjoy exploring new ways of working.

We believe that listening to our staff is just as important as listening to our customers in order to develop leadership skills as a division and move the service forward. This has helped to create an innovative customer focussed team.

Consultations

Internal/external customers and service areas, including IT, HR and CAS staff

Performance and Transformation

Customer Access has worked on the following key projects during 2014:

- **0300 Telephony Project** - Following a successful go-live on 27th March, take up of the new 0300 numbers has exceeded all expectations. At the end of June uptake had increased to **60%**. The target for take up in the first year was **30%** which was exceeded in month one.
- **Highways On-line Reporting.** Introduced in January 2014, the number of faults reported on-line by end June has more than doubled, with **6,511** faults self-served. This is an excellent example of joined up working between Highway and Web teams, with Customer Access leading on the transformation. The potential benefits of this scheme are huge both in terms of improving access for customers, enabling them to report faults 24/7, 365 days a year. It has also reduced double-handling within CAS and Highway Teams.
- On 4th March 2014, CAS introduced the Children's ISSIS replacement system **Liquid Logic (LCS)** followed by the Adult's version on 2nd July. **112 CAS staff** attended both the e-learning and face to face training sessions. The Children's go-live was a huge success from a technical point of view and Customer Access staff very quickly became confident with navigation of the new system. The system is more user friendly and has reduced handling times. The Adult version is likely to impact on performance during a steep 'learning curve', but is expected to produce similar benefits in the near future.
- A new **Social Care Operating Manual** was developed and produced by CAS. The Operating Manual documents the major processes which are undertaken by Customer Service Advisors for **Children and Adult's Social Care**. The in-depth 652 page document details processes from an operational perspective specifying responsibility for actions end to end within Lancashire County Council. The document is the first of its kind for the County, and has proved essential to discuss reviews of key process with ACS and CYP.

- Customer Access staff were actively involved in the development of Adult Social Care County Wide **Screening and Initial Assessment Service (SIAS)**. The purpose of the service is to better manage and deal with incoming adult social care referrals and will :
 - Improve person centred response, ensuring that a request/referral is dealt with by the "right" person at the right time. This should mean less "hand offs" early decision making and timely responses.
 - Improve allocation of work for adult social care community teams.
 - Ensure a county wide consistent approach to adult community team workload management and decision making.

- The online **Registrars booking facility** continues to see an increase in self-service in line with the Customer Access call reduction strategy. Customers can arrange an appointment to register a Birth or a Death on-line and by end of June, **4,547** customers had opted to self-serve to register a birth or death. Customer feedback is excellent and a project is now underway to introduce a self-service for **Ceremonies and Marriage**. When implemented this will provide a full Registrar service 24/7.

- **Self-Serve Telephone Directory Amendments.** During this first quarter **2,108** updates and amendments have been made using the self-serve functionality, leading to a substantial reduction in the number of emails handled by Customer Service Advisers.

- **Signposting Phase 3 -Signposting IVR Phase 3.** Two additional redirection options have been added to **Highways** and **Social Care** contacts. This change has proven to be very successful with **8,334** redirected calls during this quarter. These contacts were previously doubled handled and the IVR options have freed up Customer Access Advisers time to handle more complex enquiries.

- **Multimedia CCAD.** Blended e-mail and telephony contact has been introduced within the Contact Centre. This was a major development intended to improve handling of e-mail contact. When no calls are queuing trained Advisors receive emails automatically between calls. The process is fully automated and it has further improved productivity, consistency and efficiency within the Contact Centre.

- A new **SMS channel** has been implemented. This additional access channel is particularly important when handling calls from sensory impaired customers.

- **The Schools Admission peak in April** went well. Customer Access changed the process this year, which resulted in advisors handling less repeat calls generated by system issues. A total of **25,105** customers applied for primary and secondary school places online. This represents an impressive **94.6%** of applications. Release of secondary results showed a **17.7%** decrease on calls compared to 2013. Release of primary results saw a **2.7%** increase in calls compared to 2013.

- A review of the **ACORN and Training review phase 1** has commenced with a redesign of the **NoW Card service**. The format and content has been replaced and the new slim line entry is easier to use and navigate. The training time has been reduced to 1 day and the training session is now more interactive. Initial feedback from the CSAs is very positive, and will be further reviewed by the new evaluation process.
- **Customer Access and BTLS and IT** senior managers are meeting on a regular basis to discuss ICT cover and working together in the future, specifically preparing for a new telephony platform within the next 24 months.
- A new **Call Transfer Protocol** for the whole of the Customer Access Service has been agreed and implemented consistently across all teams. This is expected to deliver the following benefits:-
 - Reduced call times for CSA's as they no longer hold on lines until a colleague is available.
 - Internal transfer numbers have been clarified and updated on the knowledge base to ensure consistency.
 - Reduced costs as external numbers are no longer used to transfer calls.
 - CSA's have increased awareness of all the services provided by Customer Access.
 - The customer journey is improved because customers are not given external numbers and advised to redial.
- Work continues on the **Blue Badge service improvement programme**. The service is more tailored to the customer's needs and customers who can use the online application form are encouraged to do so. Customers unable to use this access channel and who have no other support will receive a guided application service. Since the project started in January 2014, the average handling per call has reduced by over one minute. This equates to **600 call hours per year** that can be diverted to other services.
- **NoWcard - 80,000** concessionary travel cards expired in error during May. Customers were either refused travel or asked to pay standard fares. Customer Access worked closely with the NoWcard team to agree appropriate action and advice which was cascaded to customers and bus drivers in order to minimise disruption until a solution was in place. Call volumes were twice those expected, but proactive measures ensured our service level was achieved.
- CAS met with the **County's Countryside Service Team** to review and discuss service improvements. Alternative processes and recommendations to improve Web provision and self-service were presented.
- CAS attended a presentation held on 27th May for the **Highways Service Core system replacement programme**. This is a significant programme which is expected to bring benefits to both the customers and County technology users. Customer Access will play a lead role in the implementation of the new technology.

Improvements and self service

- Extended hours of operation within Social Care and Libraries Service
- Engagement with service areas to re-engineer existing process
- New self-service functionality within Registrar Service
- Transfer from ISSIS to Liquid Logic platform within Social Care
- Transfer to 0300 contact numbers
- Highways self-service fault finding.

Future Vision

CAS wish to generate further savings on behalf of the County Council by integrating additional County Council services, utilising our experience to scope and transform the 'as is' into a cost effective, efficient and consistent service delivery model. The progression of the CAS Roadmap will improve service level, first point resolution and realise cost savings.

Implications:

This item has the following implications, as indicated:

Risk management

This report is for noting and therefore a risk analysis in relation to the content on this report has not been required.

Local Government (Access to Information) Act 1985


List of Background Papers

Paper	Date	Contact/Directorate/Tel
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Nil

Reason for inclusion in Part II, if appropriate

N/A.



APPENDIX A

Customer Access CCPI Report

July 2014

Owner : Phyl Chapman
Version : Draft 1.0
Date :
Author(s) :

Contents

- 1 Telephony Performance
- 2 Non Telephony Contacts
- 3 Self Service

1 Telephony Performance; Customer Access Service Overall (Social Care & Customer Contact Centre)

1.1 Customer Access Service Overall

	June 2013	June 2014	YTD 2013/2014	YTD 2014/2015
Calls Offered	73,614	88,660	240,803	262,859
Calls Answered	65,656	79,886	212,706	237,796
% Answered	89.2	90.1	88.3	90.5

Table 1.0: CAS overall calls offered/answered June, YTD & comparison to previous financial year

1.2 Customer Contact Centre

		June 2013	June 2014	YTD 2013/2014	YTD 2014/2015
Contractual Target 90%	Calls Offered	41,943	54,312	143,559	161,073
	Calls Answered	37,708	49,934	127,698	148,040
	% Answered	89.9	91.9	89.0	91.9

Table 1.1: calls offered/answered June, YTD & comparison to previous financial year

The increase of over **12,000 (26.8%)** calls in June can be attributed in part to the integration of four new services;

- Libraries Service – **2,646** calls
- WLBC Revenues Service – **6,669** calls
- WLBC Housing Benefits Service – **1,791** calls
- Procure2Pay Service – **233** calls

1.3 Social Care Service: Core Hours

		June 2013	June 2014	YTD 2013/2014	YTD 2014/2015
Contractual Target 87.5%	Calls Offered	27,751	30,599	88,183	89,838
	Calls Answered	24,527	26,831	77,132	79,740
	% Answered	88.4	87.7	87.5	88.8

Table 1.2: SC Core Hours offered/answered June, YTD & comparison to previous financial year

The increase of **2,848** calls (**10.3%**) in June is attributed to increases in core service volumes. Children's Services received an additional **1,350** calls (**44.6%**) compared to June 2013. Adult's service has received an additional **3,019** (**31.6%**) with Adult Safeguarding receiving an additional **278** (**80.8%**) calls. The integration of MASH into Social Care plus a change in public behaviour in terms of reporting incidents due to increased media cover of abuse is the most likely cause of increased volumes.

1.4 Social Care Service: Extended Hours (5pm-8.45am)

	June 2013	June 2014	YTD 2013/2014	YTD 2014/2015
Calls Offered	3,920	3,749	9,061	11,948
Calls Answered	3,421	3,121	7,876	10,016
% Answered	87.3	83.2	86.9	83.8

Table 1.3: SC Ext Hours offered/answered June, YTD & comparison to previous financial year

Top 10 Call Queues

1.6 The top ten call types for June 2014 accounted for 75.5% of all calls received:

No.	Service Area	Call Type	Calls Offered			
			June 2014	% of All calls	YTD 2014/2015	% of All Calls
1	Adult Services, Health & Wellbeing	Adult Social Care (incl. Transfers)	12,546	14.78	36,934	14.72
2	Adult Services, Health & Wellbeing/CYP	Social Care Option 1	11,344	13.36	33,928	13.52
3	Office of the Chief Executive	Signposting	7,846	9.24	23,272	9.28
4	West Lancashire Borough Council	WLBC Council Tax	6,669	7.85	20,383	8.12
5	Environment Directorate	Highways	5,391	6.35	14,792	5.90
6	Environment Directorate	NoWcard	5,069	5.97	14,080	5.61
7	Adult Services, Health & Wellbeing	Children's Social Care (incl. Transfers)	4,379	5.16	12,186	4.86
8	Adult Services, Health & Wellbeing	Registration Services	4,149	4.89	12,906	5.14
9	Adult Services, Health & Wellbeing/CYP	Blue Badge	4,084	4.81	11,446	4.56
10	Adult Services, Health & Wellbeing	Libraries	2,646	3.12	9,288	3.70
TOTAL			64,123	75.52	189,215	75.41

Table 1.5: Top 10 Call Types Offered for June 2014/2015

2 Non Telephony Contacts

2.1 Customer Access Service Overall

Activity	June 2013	June 2014	YTD 2013/2014	YTD 2014/2015
Total Emails *Received/Handled	10,899	15,687	37,051	40,447

Table 2.0: Overall Emails Received/Handled

*See individual service tables for commentary on increase volumes.

2.2 Social Care Service

Activity	June 2013	June 2014	YTD 2013/2014	YTD 2014/2015
Total Emails Received/Handled	5,456	7,931	18,160	21,875

Table 2.1: Overall Emails Received/Handled

The increase in Month and Year is due to improvements made in the collation and reporting of data.

2.3 Customer Contact Centre

Activity	June 2013	June 2014	YTD 2013/2014	YTD 2014/2015
Total Emails Received/Handled	5,443	7,756	18,891	18,572
Total TellyTalk Received/Handled	1,561	1,231	5,366	3,506
Total	7,004	8,987	24,257	22,078

Table 2.2: Overall Emails/Telly Talk contacts Received/Handled

The increase in volumes is in part a result of the Blue Badge Admin Team merging their General Mailbox with the Telly Talk Applications Mailbox which has resulted in volume increasing from an average **350** per month to **1,209** In June. In addition, CAS have recently implemented CCAD blended email technology which has a more robust reporting tool providing accurate data.

2.4 The top ten email types received for June 2014 were:

No.	Service Area	Email Type	Emails Received			
			June 2014	% of all emails	YTD 2014/2015	% of all Emails
1	Office of the Chief Executive	Corporate Comms.	3,448	23.74	6,635	17.58
2	Adult Services, Health & Wellbeing	Adult Social Care	3,373	23.23	8,717	23.10
3	Adult Services, Health & Wellbeing/CYP	Children's Social Care	3,322	22.88	10,105	26.77
4	Environment Directorate	Highways	2,725	18.77	7,450	19.74
5	Adult Services, Health & Wellbeing	Blue Badge	1,209	8.33	2,504	6.63
6	Children & Young People	Family Information Service	170	1.17	604	1.60
7	Office of the Chief Executive	BECON	132	0.91	928	2.46
8	Adult Services, Health & Wellbeing	Help Direct	70	0.48	347	0.92
9	Office of the Chief Executive	Procure to Pay Contracts	33	0.23	71	0.19
10	Children & Young People	School Admissions	21	0.14	257	0.68
TOTAL			14,503	99.88	37,618	99.67

Table 2.3: Top Ten Email Types June & Year to Date.

3 Self Service:

3.1 Deployment of **Self Service IVR** within the Customer Contact Centre:

Self Serve	June 2013	%	June 2014	%	YTD 2013/2014	%	YTD 2014/2015	%
Signposting	842	12.17	2,800	35.6	2,492	11.1	8,334	35.8
Lancashire Parking	235	16.45	267	16.4	705	15.7	766	16.1
West Lancs Benefits	-	-	46	2.56	-	-	189	2.9
West Lancs Revenues	-	-	840	12.4	-	-	2,382	11.5
NoWcard Reissue	689	21.94	-	-	4,031	20.8	-	-
Total	1,766	15.37	3,953	21.9	7,228	15.6	11,671	21.2

Table 3.0: Overall CCC Self Service Activity May & Year to Date.

(The NoWcard reissue campaign ended Monday 1st July 2013)

Self Serve volumes on Signposting Service have increased as a result of expanding the number of options from two to four on 9th December 2013.

3.2 Deployment of **Self Service** (Via Web) for Customer Contact Centre:

Self Service	June 2013	%	June 2014	%	YTD 2013/2014	%	YTD 2014/2015	%
GIS – online fault reporting	-	-	943	11.4	-	-	2,979	14.2
Telephone Directory Amendments	-	-	326	94.4	-	-	2,108	94.1
Registrars – online bookings	-	-	518	16.0	-	-	1,645	27.0
Total	-	-	1,787		-	-	6,732	

Table 3.4: Online Self Service Activity - Registrars Bookings, Telephone Directory Amendments and GIS Fault Reporting

Cabinet Committee on Performance Improvement

Meeting to be held on 30th July 2014

Electoral Division affected: All

Progress report on NHS Health Checks Performance

Contact for further information: Janet Walton
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Executive Summary

This report gives an update on the performance of the NHS Health Checks programme in Lancashire in 2013/14 and describes the improvement initiatives that are taking place.

Directly extracted data from Lancashire GP practices report NHS Health Check performance to be 8.7%, in line with the national average of 9%. A number of initiatives have commenced, or will shortly do so, which aim to increase the volume and quality of Health Checks over the forthcoming year.

Recommendation

The Committee is asked to note and approve the report and actions outlined.

Background and Advice

This report provides an update on the progress and performance of the NHS Health Checks programme following the report to the Cabinet Committee on Performance Improvement on the 28th November 2013.

The NHS Health Checks programme is a national scheme which is aimed at detecting people at risk of developing heart disease, stroke, diabetes, kidney disease and certain types of dementia in order to help prevent these conditions occurring or to provide early diagnosis and treatment. People who are aged between 40 and 74 years who do not already have a diagnosed condition, are eligible to receive an NHS Health Check every 5 years. The national ambition is that 20% of the eligible population are invited each year (i.e. 100% invited every 5 years) and that 75% of those invited take up the offer.

The NHS Health Check itself consists of a series of simple tests to measure blood pressure, blood sugar levels, cholesterol and Body Mass Index (BMI), in addition to a lifestyle assessment to ascertain risk factors such as smoking, diet, levels of physical activity and alcohol use. People who are aged 65-74 years are also given

information about dementia. A score is then calculated which gives the percentage risk of that person developing vascular disease within the next 10 years. Individuals with a high risk score (more than 20%) are referred for further tests and treatment. Individuals with a risk score less than 20% are given advice and information about how to reduce their risk, along with signposting or referral to other services e.g. stop smoking, weight management, or exercise programmes, where appropriate.

The majority of NHS Health Checks delivery is currently carried out through primary care in GP settings. In an attempt to widen the reach of NHS Health Checks, Lancashire now delivers a programme of NHS Health Checks within community and workplace settings. Also, to our knowledge, Lancashire will be the first authority to deliver the NHS Health Checks within prisons, substance misuse services and Healthy Living Pharmacies. Each provider has its own set of key performance indicators (KPIs) against which their performance is monitored.

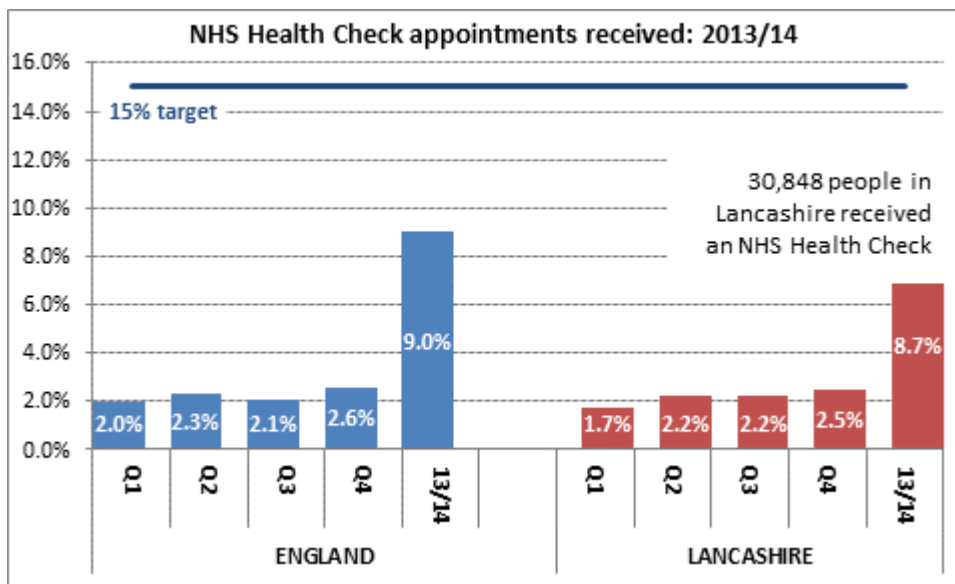
Responsibility for commissioning the NHS Health Check programme passed to local authorities in April 2013. Prior to this, the programme was commissioned by Primary Care Trusts. NHS Health Checks is a mandatory service for local authorities to offer. The 2013/14 Public Health Business plan set out a target for 15% of the eligible population of Lancashire to receive an NHS Health Check, which equates to a total of 53,418 NHS Health Checks completed over the year.

2013/14 Performance

The main vehicle for the delivery of NHS Health Checks in 2013/14 was via GP practices which are commissioned to provide the services for their eligible patients and are paid on a tariff basis for each NHS Health Check carried out. Currently 94% of practices are signed up to deliver NHS Health Checks across the authority. This is an improvement since the November 2013 report to this committee where only 72% of practices were signed up. Lancashire County Council commissions the Lancashire and Staffordshire Commissioning Support Unit (CSU) to manage the contractual arrangements with GP practices. Data is returned to the CSU for performance reporting and payment purposes. Due to the absence of more accurate intelligence at that time, the authority submitted the contract monitoring data for the quarterly return to the Department of Health. Full year performance for Lancashire County Council in 2013/14 based on the submissions from general practice was 6.7%. However this has been shown to be an underestimate as not all GP practices submit their claims for payment in a timely manner. The CSU's Data Quality Team has now run national searches on GP practice databases and full year performance for Lancashire County Council in 2013/14 is given below:

	Number	Percentage
Total eligible population 2013/2014	356,123	-
Number of people who were offered an NHS Health Check	41,551	11.7%
Number of people that received an NHS Health Check	30,848	8.7%
Percentage of people that received an NHS Health Check of those offered		74%

The actual achievement of 8.7% is higher than the predicted achievement outlined in the previous report. The graph below shows the quarterly breakdown, and the England average (9%).



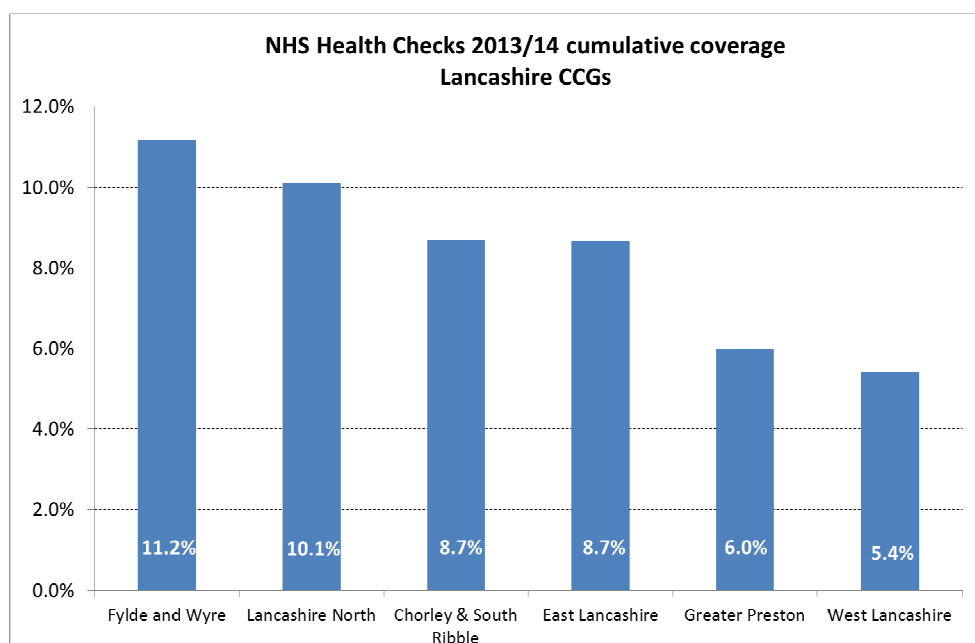
There was an increase in performance in Q4 which coincides with a comprehensive campaign that took place at that time across the authority, and it is likely that this had an impact on the number of people receiving an NHS Health Check, in addition to other factors which include performance improvement initiatives in specific Clinical Commissioning Groups (CCGs).

Additional Services

In December 2013, as part of the performance improvement plan for NHS Health Checks, approval was given to procure additional services to complement the existing provision. Although general practice is fundamental to the NHS Health Checks programme, other provision is required in outreach and community venues to encourage people to take up the offer who would prefer a more convenient alternative to visiting the practice, or who are not engaged with GP services. A number of additional services are either already in place or in the process of being set up:

- Workplace and community – a pilot programme has been commissioned, provided by Lancashire Care Foundation Trust which commenced in April 2014. Dependant on successful evaluation and outcomes, a full procurement will take place later this year. Quarter 1 data will be available at the end of July.
- Prisons – NHS Health Checks are being carried out in prisons across Lancashire.
- Community pharmacy – delivery in community pharmacies will commence during Q2 2014/15; this is aligned to the Healthy Living Pharmacy initiative, and pharmacies which achieve accreditation will be able to apply to deliver NHS Health Checks (this will start in East Lancashire).
- Substance misuse services – there is an opportunity, subject to approval, to provide NHS Health Checks for clients going through substance misuse services. These clients are a key group.

Other work is on-going which includes assuring the quality of the NHS Health Checks programme, assessing competencies and training needs; continuing a process of CCG engagement to increase the number of NHS Health Checks offered in general practice; and a provider engagement forum to share best practice and find solutions to any issues. Additionally a further awareness campaign is planned for Autumn 2014.



Consultations

N/A.

Implications:

This item has the following implications, as indicated: None.

Risk management

The risk of not implementing the actions outlined in the report is that the NHS Health Checks programme will continue to underperform and the residents of Lancashire will not be able to access equitable services which enable them to improve their health and wellbeing.

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Report to the Cabinet Committee on Performance Improvement	28 November 2013	Michael Walder/ Environment/ 01772 533637

Reason for inclusion in Part II, if appropriate

N/A.

