

Lancashire County Council

Cabinet Committee on Performance Improvement

Tuesday, 25th October, 2016 at 10.00 am in Cabinet Room 'B' - The Diamond Jubilee 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 25 July 2016** (Pages 1 - 6)

4. **BTLS Service Governance and Performance Monitoring Report** (Pages 7 - 24)

5. **Risk and Opportunity Register** (Pages 25 - 38)

6. **Quarterly Corporate Performance Monitoring Report - Quarter 1 2016/17** (Pages 39 - 52)

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 on Performance Improvement will be held on Monday 5 December 2016 at 2.00pm in Cabinet Room B – The Diamond Jubilee Room.

County Hall
Preston

I Young
Director of Governance,
Finance and Public Services

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Monday, 25th July, 2016 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

M Tomlinson

B Winlow

M Johnstone

G Driver

1. Apologies for Absence

None received.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None.

3. Minutes of the Meeting held on 8 June 2016

Resolved: - That the minutes of the meeting held on 8th June 2016 be confirmed and signed by the Chair.

4. Quarterly Corporate Performance Monitoring Report – Quarter 4 2015/16

Donna Talbot, Head of Business Intelligence, attended and presented a report setting out details of corporate performance monitoring for the 4th Quarter of 2015/16 (January to March).

An overview of the Quarter 4 (Q4) budget position was provided at Appendix 'A' so performance could be viewed within the associated financial context.

It was noted that the latest Ofsted Post Inspection update was provided at Appendix 'B' and updates would continue to feature in these reports going forward.

It was reported that regular corporate monitoring of performance across the authority is continuing, with the production of quarterly reports and analysis of corporate performance. Quarterly Quality of Service reports against the themes of Start Well, Live Well and Age Well have been produced for Q4 2015/16, giving an overview of performance against agreed headings and parameters.

The key highlights were noted and included:

Start Well

- The Child Protection Plan (CPP) rate per 10,000 and the Children Looked After (CLA) rate per 10,000, had both increased from Q3. The number of Lancashire children on a CPP was 1443 and the number of CLA was 1691 at the end of March 2016, largely due to increased risk averse practice since the Ofsted inspection outcome. A risk sensible model is being introduced to ensure the correct interventions.
- It takes longer in Lancashire for children to be matched with an adoptive family, from 272 days (2011-14) to 279 (2012-15). The aim was to achieve good adoptive matches to ensure that the breakdown rate was lower.
- During 2014/15, 71 out of 498 of pupils with special educational needs and disability achieved 5 A* to C grades at GCSE including English and maths, higher than the national average (8.8%), regional (8.7%) and statistical neighbour (8.4%) averages.

It was agreed to provide figures for the number of children matched with an adoptive family quickly and to consider a further performance indicator regarding breakdown rates following adoption.

Live Well

- Members expressed their concern regarding the rise in the numbers of children (aged 0-15) killed or seriously injured (KSIs), which had increased from 69 in Quarter 3 to 88 in Quarter 4. It was reported that Lancashire's Safer Travel Team provided interventions to address child casualties and schools, in those districts which have shown an increase during 2015, have been proactively targeted for educational activities.
- Safer Travel Team officers are working with Lancashire Partnership for Road Safety to map current road safety interventions across Lancashire and a new Lancashire Partnership for Road Safety Co-ordinator has been appointed to direct activities of all partners and target resources to more effectively reduce casualties.

It was agreed that further information would be provided regarding KSIs, particularly concerning time of day/year that the child KSIs occur.

Members agreed that the new Partnership Road Safety Strategy should be included on the agenda of a future meeting of the Cabinet Committee.

Age Well

- Results from the 2015/16 Adults Social Care Survey had maintained the high standards achieved last year. There was positive feedback from service users with particularly high scores for indicators covering quality of life, social contact and people feeling safe with their services.
- CQC inspection results had been published for 14 of the 17 Lancashire in-house care homes. 11 were currently rated as good overall, with 3 currently rated as requires improvement. Members were informed of the actions taken

to ensure sustainable improvements were made at the 3 care homes requiring improvement.

Richard Cooke, Health Equity, Welfare and Partnerships attended and presented the Ofsted Post Inspection update presented at Appendix 'B', including the actions put in place and developed since the last report to the Cabinet Committee in March 2016.

Members noted the main points:

- Significant plans have been developed and implemented to introduce additional capacity across children's social care, equating to an additional investment of £4.6 million in staffing.
- A high profile external recruitment campaign was launched through an event at Woodlands with 200 people attending and 20,000 hits on the web page. Interviews were underway, with 126 posts to be filled and there was a good spread of experience across the localities.
- Children's social care re-modelling had progressed to 4 distinct functions in each team; assessment and safeguarding, children in our care, children in need and professional personal advisors.
- The demand for children's social care services continues to increase across the north-west region and this has resulted in a significant backlog of work in Lancashire. Additional capacity has been drawn down from a framework agreement and this has meant two social work agencies picking up initial work and assessments for any new referrals into children's social care and has allowed social workers to start to address the backlog of work.
- An additional 12 week plan has been developed to sit alongside the Improvement Plan with the aim of ensuring sharper focus on some key areas and providing a challenge to address these over a short timeframe.
- Ofsted has moved to quarterly monitoring inspections, with feedback published following the December visit.
- Lancashire will undergo two Peer Reviews over the next 12 months. The first in October 2016 led by the Assistant Director Children's Social Care, Liverpool City Council, who will spend 4 days reviewing cases, referrals, assessments and practice, and the second in February 2017 when the LGA will facilitate a Safeguarding Peer Review.
- A group of young people from a range of vulnerable backgrounds are working with the Improvement Board to ensure that the Board is capturing the voice and experiences of children and young people.
- A project was launched in April to improve the quality of practice and recording of case work. An analysis of Blackburn with Darwen's configuration of Liquidlogic was underway which would help to define a target configuration. 29 Workstart posts have been appointed across the county to provide additional business support to fixing data quality problems. It is essential that Liquidlogic is accurate by September to ensure the production of accurate information in the Annex A submission when Ofsted undertake the first monitoring inspection in September.

It was noted that a report on Liquidlogic would be presented to the Audit and Governance Committee in September.

Resolved: - That the report now presented be noted.

5. Debt Management

Kate Lee, Head of Exchequer Services attended and presented a report on Debt Management.

The outstanding debt position as at 31st March 2016 was outlined and it was noted that the levels of outstanding debt continue to be high, with particular difficulties in collecting debts over 6 months old and a high number of debtors who recurrently do not pay their debts, particularly on Adult Social Care despite being chased by Debt Management.

An update was presented on a significant amount of work that has been undertaken over the last 12 months to put in place process, IT systems and policies that aim to increase the debt recovery rates over the next 12 months.

Members noted the main points:

- The Corporate Income and Debt Management Policy, Processes and Responsibilities was reviewed in October 2015 and revisions approved by the Deputy Leader in March 2016. The new policy states that when all other debt recovery options have been exhausted, a referral is made to Legal Services, as it is acknowledged that those debtors contained within the care debt category could comprise vulnerable service users and a high degree of sensitivity surrounding the debtor. As a final resort a referral would be made to a Debt Collection Agency, again following a review process assessing the sensitivity and vulnerability of the debtor.
- The non-residential charging policy is being revised to link to the revised Income and Debt Management Policy, Processes and Responsibilities and also changes are required in order to achieve increased income for the County Council as part of the budget savings programme, subject to consultation and Member approval.
- The new Accounts Receivable System went live in July 2017, providing an automated solution for sending out reminders, statements and letters. The System is working well, providing the debt management Team with improved performance management information that allows the manager to see outstanding debts and individual collector performance.
- All clients were encouraged to sign up to a direct debit mandate to ensure that care debt could be collected promptly. Lancashire's direct debit take up rate was above average for local authorities at circa 50%. Approaches were being looked at to increase the take up rate to nearer 90%, currently achieved by some local authorities.
- The County Council's Legal Services team is undertaking a vital role in the recovery of debts. The revised Debt Management Policy contains options to

take outstanding debts to court which will increase the number of cases Legal Services are involved in.

Resolved: - That the report now presented be noted.

6. Corporate Human Resources - Health Check Report

Deborah Barrow, Head of Human Resources attended and presented the Corporate Human Resources Health Check report for the year 2015/16.

It was reported that the Corporate Human Resources key metrics regularly monitor and report against workforce data including sickness absence; the numbers of starters and leavers; reasons for leaving; redeployment activity; vacancy numbers and recruitment costs.

The data highlights for the year 2015/16 were reported as:

- The number of FTE days lost per employee due to sickness was 10.7, compared to 10.5 in 2014/15, with the top three reasons for absence being mental health (23%), medical/dental/hospital (21%) and musculoskeletal (11%).
- The number of starters decreased by 13.9% in 2015/16 compared with 2014/15.
- The number of leavers was up by 21.2% in 2015/16 compared with 2014/15, with the main reasons for leaving being voluntary resignation, voluntary redundancy and end of fixed term contract.
- Turnover increased from 11% in 2014/15 to 14% in 2015/16.
- The number of recruitment adverts decreased by 29.7% in 2015/16 compared with 2014/15.

Members noted that information regarding the new starts onto all employment programmes was provided separately within the Corporate Performance report.

Resolved: - That the report now presented be noted.

7. Urgent Business

None.

8. Date of Next Meeting

It was noted that the next meeting of the Committee would be held on Monday 12th September 2016 at 2.00pm in Cabinet Room B – the Diamond Jubilee Room.

9. Notice of Intention to Conduct Business in Private

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

10. Exclusion of the Press and Public

Resolved: - That under Section 100A(4) of the Local Government Act, 1972, the press and public should be excluded from the meeting during consideration of the following item of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part 1 of Schedule 12A to the Local Government Act, 1972 and that in all circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

11. Update Report on the Performance of Lancashire County Council's Waste Management Company

Steve Scott, Head of Waste Management attended and presented an update on the performance of Lancashire County Council's Waste Management Company.

Resolved: - That the report now presented be noted.

I Young
Director of Governance, Finance
and Public Services

County Hall
Preston

Agenda Item 4

Cabinet Committee on Performance Improvement

Meeting to be held on 25th October 2016

Electoral Division affected: All

BTLS Service Governance and Performance Monitoring Report

(Appendix 'A' refers)

Contact for further information:

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Executive Summary

This report provides an update on the Service Governance and Performance Monitoring of the County Council's strategic partnership with BT. The report covers April to August 2016.

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

Recommendation

The Cabinet Committee on Performance Improvement is asked to comment on and note the contents of this report.

This report sets out the performance of the County Council's strategic partner, BTLS, against agreed performance indicators for April to August 2016. In addition to this, the report sets out the wider approach adopted, to ensure the ICT and Payroll and Recruitment services support the organisation and contribute to the strategic priorities and objectives of the council and sets out key achievements and areas of focus.

The scope of the strategic partnership is as follows:

Payroll and Recruitment Services

The scope of Payroll and Recruitment Services is set out within Schedules 24 and 25 of the Service Provision Agreement between the County Council and BTLS dated 16 April 2014 ("the Service Provision Agreement"). The Service is currently delivered through:

- Payroll Services: Various teams undertaking payroll and pensions' processing work and handling the transactional enquiries that cannot be dealt with at 'first point of contact'

- Resourcing: Undertaking job analysis and design and providing 'end to end' recruitment support services. Assessment centre activities are also supported

ICT Services

The scope of the ICT Service is set out within Schedule 19 of the amended Service Provision Agreement between the County Council and BTLS dated 16 April 2014 ("the Service Provision Agreement"). The Service is currently delivered through:

- Provision of a Customer Service Desk function
- Desktop, Network and Infrastructure Support
- Support of key applications
- Delivery of ICT projects and Service Improvement Plans

Achievement of Key Performance Measures

The key performance indicators against which BTLS are monitored are set out at Appendix 'A'.

Payroll and Recruitment Services

All contractual and non-contractual performance targets were met between March 2016 and August 2016.

The Payroll and Recruitment team provides a range of services for more than 48,000 employees working within LCC, Lancashire Constabulary, Lancashire Police and Crime Commissioner, South Ribble Borough Council and in excess of 560 Schools and Academies. Both services are located at Lancashire Place, Ormskirk and the range of services they provide include:-

Performance

The Service Level Agreement (SLA) comprises three performance indicators covering payroll and recruitment elements. Of these, two are contractual indicators and one is a non-contractual indicator.

Contractual

- % payroll errors attributable to the Partnership. *Target <0.4%*
- % of changes and associated adjustments including arrears processed that were received by the published payroll deadline. *Target 99%*

Non Contractual

- % DBS checks processed within two working days of receipt of all necessary information. *Target 75%*

As can be seen from the table below, the service has consistently met both the contractual and non-contractual SLA targets, since the BTLS contract commenced in April 2014:

SLA Target	2014/15	2015/16	Year to date 2016/17
Annual Error Rate SLA Target <0.4%	0.3%	0.1%	0.1%
% of Changes processed by the published payroll deadline SLA Target 99%	100%	100%	100%
% DBS checks processed within two working days of receipt of necessary information SLA Target 75%	95%	100%	96%

The service processes in excess of 550,000 salary payments per annum, and in excess of 12,000 Disclosure and Barring Checks. Error rates continue to be maintained well below the SLA targets and are currently only at 0.1% of in excess of 46,000 payments per month.

Approximately 48% of all errors that do occur relate to LCC, 17% relate to errors actioned within BTLS, with the remaining errors occurring as a result of other key stakeholder action. Work is underway to establish the root cause of these errors and to put in steps to reduce these. This activity and the outcomes will be measured on a monthly basis.

Support and Developments

The service strives to continually improve, but needs to ensure it maintains adequate resources to be able to react and support both national and local developments and needs. Several areas of support and development currently underway include:-

- *Oracle*: Since its implementation in May 2011, the BTLS Payroll service has continuously reviewed the functionality, and developed the system to meet contractual and statutory obligations, in addition to enhancing the self-service functionality to respond to customer feedback. As knowledge of the system has grown since its implementation, areas for development have become apparent; a review of payroll elements has commenced and the number of elements reduced for employee and manager self-service. Current and future developments include the introduction of additional audit controls, the support of the implementation of the apprenticeship levy, automation of schools new starters process via manager self-service.
- *DBS* : the Disclosure and Barring Service are due to introduce an online application process in November 2016. The system is known as R1 Modernisation Project and will allow applicants to apply online and submit their online application form electronically to Recruitment Services to countersign, before being electronically sent to DBS for processing. In principle, the project on completion should have significant benefits for the service and applicants, however the introduction of this system was originally scheduled late 2015 and still very little detail has been provided. The DBS historically has not provided much notice of the detail when introducing change, and therefore once plans do become available, project planning, communication and training will become a key priority for the service. This will be undertaken in conjunction with the

county council, to ensure the impact of the change is fully understood and that any changes in working practices are fully defined, communicated and managed into the business.

ICT Services

Performance

All contractual and non-contractual performance targets were met between March 2016 and August 2016. Whilst the contractual targets must be measured and monitored, it is equally important that the ICT service supports the strategic direction of the County Council and works with services to ensure that priorities are met. Some of the key developments over the last few months are set out below:

Highways/Property/Project Management Systems Implementation

The 'Asset Management System' project consists of four inter related projects delivering market leading solutions for: Property Asset Management, Project and Program Management Systems, Highways Asset Management System, as well as upgrading the Oracle module for costing and billing. The Property Asset Management System and Program and Project Management Systems were made live on the 1st of July 2016. A performance management framework has been established and is being closely monitored to ensure the system is being used and to identify any potential problems. Escalation routes have been established and are still in place to deal with any emerging issues. Progress to date is good, however it is important that monitoring is ongoing as some users, particularly in schools, have not used the system due to school holidays etc.

A decommissioning strategy will also be introduced shortly to ensure that those systems that have been replaced by the new ones are de-commissioned and in doing so, licence costs are saved.

The Highways Asset Management System is currently in user acceptance testing and moving towards go live in the next few months. The final date for implementation will be dependent upon the outcome of the testing. A significant training programme to train all users on the new system has been planned and will start in October.

Project Accuracy

In September 2015, Ofsted raised concerns about the Liquid Logic system and its ability to produce reliable information on which decision making could be based. In response to this, a working group 'Project Accuracy', chaired by the deputy Chief Executive, was established. The group was made up of a range specialisms from service delivery and business intelligence to systems development. This was in recognition of the fact that the issues raised resulted from a range of problems and that in order to resolve these, the input of a wide range of services was needed. The outcome of the work was reported to the Audit and Governance Committee in September 2016, and reported that the recent Ofsted follow-up inspection had noted significant improvements in data quality.

From a systems perspective, the focus has been to:

- compare key processes to those used in Blackburn with Darwen and remove any unnecessary steps and additional controls;
- ensure that training on the system is mandatory for social workers;
- transfer systems ownership to the Core Systems team and develop a roadmap of all changes to the system to ensure a planned period of change followed by a planned period of stability;
- develop a systems implementation framework and appropriate 'sign-offs' to ensure that all requirements are identified, impacts understood, solutions developed and appropriate plans and resources identified for a successful management into the business;
- develop governance arrangements to ensure all changes are overseen and signed off by the Director of Children's Service and that ongoing, sustainable arrangements are in place.

Children's Social Care, Yogas and Smartphones

Following the Ofsted inspection, it was noted that the children's social care teams were inadequately equipped in terms of ICT equipment and modern telephony. Working closely with the service, a series of workstyles were identified and the kit to support these workstyles identified.

Staffing Group	Equipment Required	Full Time Equivalent
Community Support Workers (CSW) AS/CIOC	Smart phone Yoga	100
CSWs/ Senior CSWs (SCSW) CIN		73
CSWs/ SCSWs/PA		36
Qualified Social Workers (QSW)	Smart phone Yoga	280
Practice Managers (PM)	Smart phone Yoga Lync Phone	55
Team Managers (TM)	Smart phone Laptop Lync Phone	26
Senior Managers (SM)		6
Management Support Worker (MSW) grade 5	Smart phone Laptop	7
Family Group Co-Ordinator		10
Assistant Managers		10
Case Support	Not yet defined. Will be covered	0

(Business Support)	in phase 2	
Student	Lap top and mobile phone	55
	Total	658

Commencement of rollout of the new equipment started in mid July and finished mid September. A series of training sessions were organised geographically across the County. Training was mandatory to ensure that staff were properly trained to use the new equipment and that new equipment was only issued on production of old kit. The smartphone negates the need for the old MiFi devices which were used to give suitable network coverage and enables download/upload of data wherever. The equipment has been well received and a programme devised to ensure that any new members of staff receive the same training before being issued with the Yoga and Smartphone. Monitoring is also underway to ensure that social work staff are using the new equipment to its full potential, and that it supports a more agile and efficient way of working.

Customer Access Telephony

The new telephony platform for the Customer Access Service went live on 27th September. The first phase of this project was a like for like replacement of the old Avaya system with a new product called Genesys, which is a best in breed product being used by some leading organisations. The new contract for Genesys provides for a managed service from a company called Anana. This managed service will ensure that maximum leverage is gained from the toolkit, and that industry best practice is utilised when harnessing the additional functionality within the toolkit. This new functionality provides the baseline/platform on which new functionality will be built as part of Phase 2 of the implementation. Phase 2 will focus on maximising the benefits achievable through the new system, including channel shift and moving to a more digital way of working, as well as delivering the customer access vision and strategy.

Mobile Phone Contract

The Vodafone 36 month mobile phone contract ended on the 31 October 2015, and created an opportunity for the County Council to review the policy and procedures around mobile phones and data cards and to consider these against the County Council's requirements, at a time when the County Council is transforming and reducing in size. The renegotiation of the contract was rather protracted and was eventually signed in April, although the tariffs have been backdated to Nov 2015.

The existing Vodafone prices were expensive and the contract offered limited flexibility around applying different tariffs according to usage, and no flexibility to reduce the estate, even if numbers were no longer required. BTLS were commissioned to procure a new contract, quotes were sought from BT Mobile, Telephonica (O2) Vodafone and EE, and Client Services and BTLS undertook work to reduce the estate in line with the reduction in the size of the County Council.

The existing costs were around £750,000 per annum, and a saving of around £350,000 per annum (46.67%) is expected to be made from the new Vodafone contract. The new 36 month contract offers different tariffs for data usage, unlimited

usage for calls, voice and text (subject to Vodafone's Fair Use Policy) and the opportunity to review the estate and cancel numbers after 18 months.

Local Pension Partnership (LPP)/Lancashire Adult Learning (LAL)

BTLS were fully involved in facilitating the transfer of both the Your Pensions Service to the Local Pension Partnership (LPP) and Lancashire Adult Learning to Nelson and Colne College. This involved some quite complex ICT transfers and required LPP to provide an on-going hybrid ICT service. Both transfers were done on time, despite somewhat challenging timescales. This also included the TUPE of staff away from the County Council off the Payroll system.

Customer Feedback

Payroll and Recruitment, March 2016 to August 2016

During the period March 2016 to August 2016, customer feedback for the payroll and recruitment service saw 15 comments, 38 compliments and 26 complaints. Overall, this demonstrates an increased satisfaction with the service, and the proposals to increase engagement with stakeholder groups can only assist in continuous improvement in this area. A number of the complaints that had been received and investigated were upheld, and this has resulted in further training of staff and, where applicable, related improvements made to processes and further training in these improved processes.

Description	March 2015/2 016	Year End 2015/2 016	April 2016/20 17	May 2016/20 17	June 2016/20 17	July 2016/20 17	August 2016/20 17	YTD 2016/20 17
Comments	4	35	5	3	2	0	1	11
Compliments	10	40	7	3	10	1	7	28
Complaints	5	56	5	8	5	3	0	21

ICT, March 2016 to August 2016

Customer Survey	March 2015/2016	Year End 2015/2016	April 2016/2017	May 2016/2017	June 2016/2017	July 2016/2017	August 2016/2017	YTD 2016/2017
Percentage of Respondents who were very satisfied with the Service (Excellent or Good).	84.1	82.9	86.3	92.2	81.3	79	76.1	82.9
Percentage of Respondents who were satisfied with the Service (Excellent, Good or Average).	89.1	92.1	96.8	100	90.6	94	86.3	93.5

During the period March 2016 to August 2016, customer satisfaction has been mixed. The dip in Customer satisfaction in July and August can be attributed to two key faults. During July and August, a number of AirWatch users experienced issues when attempting to connect to the internet or intranet via the AirWatch browser, or when following web links from within emails. This fault was very difficult to isolate. ICT Services staff worked closely with AirWatch themselves to resolve an issue with the security infrastructure that was causing the disruption. In addition, again during July and August, Skype telephony users experienced intermittent quality issues with external telephony, including distortion and break up of calls and calls being unexpectedly cut off. This particularly affected the Executive Support Team who have a high number of external calls to transfer to senior staff and members, as well as the Customer access Service. An issue with the quality of service delivered over the BT IP telephony connection was identified and changes have been made to address the issue.

BTLS Staffing Update

BTLS continually strive to ensure staff feel valued, respected, involved and informed in the direction of the business and to this end, various mechanisms were engaged to assist this.

Key activities to report from March 2016 - August 2016 include:

- Concluded **restructures** within ICT Services and the Revenues and Benefits Service and all permanent staff were either confirmed in post or appointed to new roles from 1 April 2016.
- Held **Staff Events** in June. As a result of staff feedback following last year's event, the format this time was revised in numerous ways. For example: separate, shorter, smaller events were held within each service and at a time to cause minimum disruption to workloads. Interactive sessions were included during each event, providing everyone with an opportunity to contribute, and the agenda was communicated beforehand to manage expectations.
- Annual **Staff Survey** went live on 1 August, with a response rate of 76% against a target of 75%. The results are now being analysed.
- Launched **Oracle Phase II Developments** in April – provides a Manager and a Staff Toolkit, including an induction process for new starters, employee training records and performance management detail. Work commenced on Phase III.
- Three **Manager Bulletins** communicated health and safety, resource management and training and development information.
- Held four **Info Bite sessions** – 'Chairing Meetings', 'Managing Disciplinary', 'Dealing with Challenging Customers' and 'Presentation Skills' with 14, 33, 27 and 13 attendees respectively.
- Nine members of staff took advantage of 12 **LCC's corporate training sessions** during the quarter including four Microsoft sessions, two SIMS basics and three policy-related sessions.
- In addition to the corporate staff training, **service specific training** also continued. Within Recruitment Services, three employees were funded to complete the CIPD Level 5, with two of them receiving funding to progress to the CIPD Human Resource Management Level 7 (Advanced Level) Diploma. Within Payroll Services, whilst the 9 employees funded to complete the final year of the 3 year CIPP Foundation Degree in Payroll Management all successfully completed the degree in May 2016, an additional six members of the team also received funding to commence the course. In ICT Services, 79 members of staff completed further ITIL training and 36 staff attended specific industry/vendor technical training and accreditation courses.
- Continued monthly **mandatory eLearning refresher programme** including the following modules – some only undertaken if applicable to job roles: Personal Safety, Child Sexual Exploitation, Asbestos Awareness and Management,

Management of Contractors, Community Safety, Introduction to Health and Safety, Ladder Safety and Driving at Work.

- In terms of **reward and recognition**, a new look 'Champions' eCard was launched on 01 March. It is now **easier and quicker to navigate and the eCards are now sent directly to the recipients automatically, and at the time they are submitted**. From March to August, 323 individual and 54 team champions have been received and 42 Inspirations have been submitted.
- One County Council **Health and Safety Audit** took place in August – within Payroll and Recruitment Services – with no issues identified.
- An additional ten Managers attended the **Pioneers** leadership four-day training programme, taking the total to 129 having attended.

Consultations

BTLS have been consulted and contributed to this report and its content.

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
N/A		

APPENDIX A

BTLS - LCC ICT Services

Performance

The Service Level Agreement (SLA) comprises of **five** performance indicators covering the **ICT Service**. Of these, all **five** are contractual indicators.

Contractual Targets:

No.	Detailed Definition of SLA	Target (%)	Performance March 2015/2016 (%)	Performance Year End 2015/2016 (%)	Performance Quarter One 2016/2017 (%)	Performance July 2016/2017 (%)	Performance August 2016/2017 (%)	Performance YTD 2016/2017 (%)
1	<p>Priority 1: Severe Business Disruption: Business Unit (sub-unit):</p> <ul style="list-style-type: none"> unable to operate Service component failed or severely impaired. <p>% of Priority 1 Incidents resolved within 4 working hours.</p>	99	100	100	100	100	100	100

2	<p>Priority 2: Major Business Disruption: Critical user or user group:</p> <ul style="list-style-type: none"> • unable to operate • business unit experiencing significant reduction in service performance. <p>% of Priority 2 Incidents resolved within 1 Business Day</p>	98	100	98	99	100	100	99
	<p>Priority 3: Minor Business Disruption: Single user or user group unable to work with no available workaround.</p> <p>% of Priority 3 Incidents resolved within 2 Business Days.</p>	97	97	98	98	98	98	98

4	<p>Priority 4: Minor Disruption: Single user or user group experiencing problems but with ICT defined available workaround.</p> <p>% of Priority 4 Incidents resolved within 1 working week.</p>	98	99	99	99	99	99	99
5	<p>Priority 5: Advice and Guidance (offered to users via Service Desk).</p> <p>% of Priority 5 Incidents resolved within 4 working weeks.</p>	98	99	99	99	99	99	99

BTLS - LCC Payroll & Recruitment Services

Performance

The Service Level Agreement (SLA) comprises of **three** performance indicators covering payroll and recruitment elements. Of these, **two** are contractual indicators and **one** is a non-contractual indicator.

Contractual Targets:

No.	Definition of SLA	Target (%)	Performance March 2015/2016 (%)	Performance Year End 2015/2016 (%)	Performance Quarter One 2016/2017 (%)	Performance July 2016/2017 (%)	Performance August 2016/2017 (%)	Performance YTD 2016/2017 (%)
1	% payroll errors attributable to the Partnership.	<0.4	0.07	0.1	0.1	0.1	0.1	0.1
2	% of changes and associated adjustments including arrears processed that were received by the published payroll deadline.	99	100	100	100	100	100	100

Non-Contractual Targets:

No.	Definition of SLA	Target (%)	Performance March 2015/2016 (%)	Performance Year End 2015/2016 (%)	Performance Quarter One 2016/2017 (%)	Performance July 2016/2017 (%)	Performance August 2016/2017 (%)	Performance YTD 2016/2017 (%)
1	% DBS checks processed within two working days of receipt of all necessary information.	75	100	100	100	99	96	99

Payroll & Recruitment Services Dashboard

Activity	Target	Performance March 2015/2016	Performance Year End 2015/2016	Performance Quarter One 2016/2017	Performance July 2016/2017	Performance August 2016/2017	Performance YTD 2016/2017
Volume of BTLS overpayments	n/a	6	141	18	6	11	35
% of DBS forms returned to Recruitment Services from Liverpool DBS with errors	Not greater than 3%	1.4%	1.5%	1.4%	1.5%	5.3%	2.8%
Employment offer documentation (conditional) issued within 48 hours, following receipt of the necessary approvals to recruit	100%	100%	100%	100%	100%	100%	100%
% of DBS forms returned to Managers (Directorates) with errors/missing information within 48 hours	100%	100%	100%	44%*	50%	87.5%	61%
Change Letters - issued within 10 working days from system change	100%	100%	100%	100%	100%	100%	100%
% of nationally and locally agreed pay awards implemented no later than the month following the month in which the award was authorised	100%	100%	100%	100%	100%	100%	100%

* Adjusted figure for May 2016

Performance in year on this internal non-contractual target has been affected due to a change in legislation that requires all school governors to be DBS checked leading to a spike in demand.

Cabinet Committee on Performance Improvement

Meeting to be held on Tuesday, 25 October 2016

Report of the Head of Legal and Democratic Services

Electoral Division affected:

None

Risk and Opportunity Register

(Appendix 'A' refers)

Contact for further information:

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Executive Summary

This report provides an updated (Quarter 2) Risk and Opportunity Register for the Committee to consider and comment upon.

Recommendation

The Cabinet Committee on Performance Improvement is asked to note the updated Quarter 2 Risk and Opportunity Register at Appendix 'A'.

Background and Advice

Following the corporate approach to reporting on risk and opportunity, the quarter 2 Risk and Opportunity register was recently reported to Management Team. Following this the reports are presented to the Cabinet Committee on Performance Improvement (CCPI) and then to the next Audit and Governance Committee. However, given that the last CCPI meeting was cancelled the register was reported to Audit and Governance Committee on 26th September 2016. An updated Risk and Opportunity Register is attached at Appendix 'A' and the Committee is asked to comment upon it.

The key highlights in the register include:

- allowing for mitigating actions, the residual risk score for the following entries remain 12 or above so the issue remains on the register:

Risk Identification Number (RIN)	Risk Description and Update
CR1	Failure to implement the County Council's Medium Term Financial Strategy (MTFS). Further mitigating actions include the work being undertaken by PricewaterhouseCoopers (PwC); further communications; support from the Programme Office and an update on the 15/16 outturn.

CR2	Risk to the on-going financial viability of the County Council. Further mitigating actions include a meeting with Department for Communities and Local Government (DCLG), work on developing the County Council's operating model, communications and an update on the 15/16 outturn position.
CR4	Delivering Organisational Transformation. Further mitigating actions include reporting on the Property Strategy and the publication of further information about the transformation.
CR5	Inability to adequately protect and safeguard children. Further mitigation actions include the Children in Need (CIN) Ofsted inspection early September and a review of the referral process.
CR6	Failure to comply with statutory requirements and duties relating to Children Looked After (CLA), children in need and children leaving care. Further actions include the CIN Ofsted inspection.
CR7	Failure to recruit and retain experienced staff within Children's services. Additional vacancies are being filled.
CR8	Reputational damage and risk of direct intervention by Department for Education (DFE). Additional posts established.
CR12	Inability to implement/maintain systems that produce effective management information. The operational failure in the main computer suite has been added to this risk.
CR15	Delivering new waste management arrangements – Budget Option Proposal (BOP) 046 and Global Renewables Lancashire Operations Ltd (GRLOL) transformation. There is a potential for increased diversion from landfill but costs pressures elsewhere could lead to an over spend.
CR16	Management of the County Council's assets. Property Strategy consultation presented to Cabinet September 2016
CR20	Transforming care (Winterbourne). Ongoing discussions with CCG about pooled budgets
CR21	Service user/customer risk associated with the inability to influence behaviour change in demand and expectations continue to rise. Further communications to ensure stakeholders understand the County Council's position.
CR24	Failure to achieve targets with National Troubled Families Unit. No change.
CR25	Failure to implement and meet the statutory requirement to children and young people with special educational needs and/or disabilities. No change.
CR26	Proposed museums closures. Heritage lottery funding application.
CO1	Developing a new model for public service delivery in Lancashire. Further maximising actions added and scores reassessed. Through the shadow Combined Authority, work programmes being developed.
CO2	Delivering economic growth. Submitted growth deal 3.
CO3	Opportunities through delivering the corporate strategy and property strategy. Property Strategy consultation presented to Cabinet September 2016
CO4	Health and Social Care Integration. Further work is being undertaken on the Sustainability and Transformation Plan (STP)

There are no deletions or additions to this quarters register.

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 County 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
N/A		
Reason for inclusion in Part II, if appropriate		
N/A		

Appendix A: Corporate Risk & Opportunity Register Q2 2016

Risk Identification Number (RIN)	Risk Description	Risk Type	Possible Consequences	Current Controls	Risk Score	Mitigating Actions	Residual Score	Risk Owner	Direction of Travel
CR1	Failure to implement fully the council's medium term financial strategy including the delivery of planned budget reductions	Economic	Financial savings not achieved resulting in in-year overspends with pressure on following year budget and reserves depleted more quickly than planned. Reductions in service and/or drop in quality of delivery leading to JR and damage to Council's reputation. New legislative requirements not being met and uncertainty over being able to deliver and/or implement future large projects. Potential for infrastructure to deteriorate.	<ul style="list-style-type: none"> Monthly budget monitoring processes for Heads of Service and Directors with particular focus on agreed savings delivery. Ensure key programmes of activity (particularly linked to savings / downsizing) are adequately resourced. Quarterly Money Matters budget monitoring reports, Medium Term Financial Strategy (MTFS), reserves and Treasury Management reports presented to members (includes capital). Management Team actions to monitor key areas of expenditure and consider remedial courses of action to address budgetary pressures. Robust MTFS and Plan, updated to reflect variations to resource and demand assumptions. Reserves regularly monitored and reviewed. Resources allocated to Base Budget Review. Rebalance budget savings via an ongoing risk assessment. 	25	<ul style="list-style-type: none"> Implementation of recommendations (Base Budget Savings Options and from scheduled Zero Based Review activity) from the Base Budget Service Review to be considered by members. Appropriate consultation to take place. Improve commercial and financial acumen. Continuously revalidate budget assumptions. Initial brief for council's business and operating model has been agreed by Cabinet and progress reports to be presented to the Political Governance Working Group. Work progressing by PWC in reviewing the Council's MTFS/Statutory Services review with a report to October Cabinet Develop a future public service model for Lancashire in conjunction with its partners – stakeholder engagement plan in place and briefings being delivered by PWC. Development of response to the Treasury and DCLG regarding the implementation of business rate retention and future needs assessment/allocation formula. Communicating with stakeholders to ensure an understanding of the Council's financial position and need for change Communicating specific proposals and service developments in the context of the financial scenario Programme Office supporting services to deliver savings and bring forward savings wherever possible Outcome of property strategy consultation was presented to Cabinet in September 15/16 outturn reported to Cabinet in July and reflected in revised MTFS. Reserves position and Q1 revenue monitoring was agreed by Cabinet in September 2016. 	16	Section 151 Officer	As time progresses the risk to some extent reduces. However, the risk cannot be fully mitigated until all the necessary enabling decisions have been taken and the relevant budget options have been realised.
CR2	Risk to the ongoing longer-term Financial viability of the County Council	Economic/Political/Social	Problems stored up for the future as a combination of delivery issues in CR1 and further national funding reductions causing minimum reserve position not to be maintained with the risk of not being able to set a balanced legal budget in future years.	<ul style="list-style-type: none"> Base Budget Review has identified the risk of the County Council not being able to meet statutory obligations by 2018/19. The actual timing of when this situation may occur will be identified from the various monitoring and review process outlined in CR1 above 	25	<ul style="list-style-type: none"> Zero Based Review activity will determine the scope for additional savings in all remaining services within the County Council (ongoing). Links to Combined Authority work including Healthier Lancashire programme with the NHS as to any opportunities / additional pressures (ongoing). Lobbying – Treasury and DCLG by utilising ongoing existing networks MP's / Members, LGA, CCN, SCT (ongoing) – met with DCLG in July outlining financial position and outlook. Also explained PWC work and will meet again when this is available. 	25	MT	Level

						<ul style="list-style-type: none"> • Funding Model – Review of borrowing Strategy and Treasury Management Strategy (Q1 2016)- going to Cabinet in October 16. • Initial brief for council's business and operating model has been agreed by Cabinet and progress reports to be presented to the Political Governance Working Group. • Report on the Council's future operating model will be reported to Cabinet in December 16. • Develop a future public service model for Lancashire in conjunction with its partners. • Development of response to the Treasury and DCLG of future needs assessment/allocation formula. • Communicating with stakeholders to ensure an understanding of the councils financial position and need for change • Communicating specific proposals and service developments in the context of the financial scenario • Outturn position for 15/16 better than originally anticipated. This along with additional review of revenue commitments has enabled additional money to be available in the transitional reserve in supporting the revenue budget for 17/18. 			
CR4	Delivering organisational transformation including capacity and resilience	Organisational	<p>The failure to clearly implement the draft corporate strategy that sets out our vision, aims and priorities could result in a lack of purpose, direction and have an impact on service delivery and produce an adverse external audit report. The new structure that seeks to provide the ability to join up our services in a new way may not be fit for purpose.</p> <p>Ineffective employee engagement and buy in. A fall in staff morale could increase sickness absence and stress. Loss of knowledge and skills due to turnover puts demand on remaining staff which can expose the council to key person dependency and the risk of poor resilience.</p>	<ul style="list-style-type: none"> • The draft corporate strategy has now been amended to reflect the consultation outcomes and has been to Full Council. • The draft corporate strategy is being used to inform the development of the property review and proposed neighbourhood plans. • As part of the base budget review process options for service delivery and redesign have been developed including proposals to stop some services. • Management Team approval of all new appointments and cessation of temporary staff contracts. • Senior Management Development programme implemented. • Positive employee communication and engagement. • Wellbeing initiatives and support for managers and employees. • Introduced a new scheme of delegation for heads of service. 	16	<ul style="list-style-type: none"> • The corporate strategy has been amended to reflect the consultation outcomes and subject to amendment approved by Full Council. This process is on-going. • Interim structures to reflect the base budget review options are being developed. • Property strategy and accommodation review being progressed and approach to neighbourhood plan being developed. • Independent challenge • See specific actions in relation to other risk entries i.e. Ofsted inspection • Use of transformation reserves to fund temporary staffing • Property review – preparatory work on planned premises closures • Implementation of recruitment and retention strategies • Defining new service models across the organisation • Adults service transformation – recruitment of temporary staff • Children's services transformation – implementation of the framework contract and appointment of temporary staff • Extensive information is made available through the council's website which is also used by the customer service centre as a core council information resource 	12	MT	Level

CR5	Failure to adequately protect and safeguard children	Social	Children are put at risk of harm.	<ul style="list-style-type: none"> • MASH hub. • Serious incident reporting. • Quarterly safeguarding report, to include Lancashire Safeguarding Children's Board (LSCB). • Serious Case Review (SCR) learning shared. • Case file audits. • Multi-agency inspections. • Supervision with Head of Service. • Performance Data 	25	<ul style="list-style-type: none"> • Post Improvement Inspection Board with Independent Chair appointed. • LSCB membership of Improvement Board and acting as critical friend. • Post Inspection Improvement Plan. • Review of all CiN cases using internal and external capacity. • Social Work Recruitment Strategy. • Peer Challenge. • Newton Europe review of pathways. • Established new Quality Assurance (QA) system - developed risk sensible model develop CIN teams. • LSCB have established new QA system including multi-agency case file audits. • Monthly compliance recording of Strategy Meetings. • Strengthen quality assurance role of Independent Reviewing Officers (IROs). • Management Team approval of 15 additional IRO posts and 3.5 additional Quality and Review Manager posts post inspection. • IRO completion of mid-point checks on case files. • Prepared for and supported Ofsted inspection of children in need and child protection cases that took place early September • SCR rota in place • LSCB to review the referral process • Completed diagnostic of MASH and Contact and Referral assessment Centre 	16	Director of Children's Services	Social worker recruitment has improved. Senior managers are now working in districts. Independent Board Chair appointed. Children's Social care (CSC) remodelling including new CIN Hubs and PPA teams. 2 qualified social workers now working in Customer Access Service to ensure appropriate referrals to CSC and timely response to S47 enquiries.
CR6	Failure to comply with statutory requirements and duties relating to children looked after, children in need and children leaving care.	Legal/ Political	LA is legally and possibly financially liable, judicial review. Further OFSTED intervention.	<ul style="list-style-type: none"> • Corporate legal oversight. • Quarterly safeguarding report. • Serious incident reporting. • Serious case review learning. • Peer review and challenge. • Stronger management oversight in Districts. 	25	<ul style="list-style-type: none"> • Monthly compliance recording of Strategy Meetings and S47 Enquiries. • LSCB have established new QA system including multi-agency case file audits. • Revised audit framework was launched on 13 May 2016, will strengthen management grip and quality assurance of practice. • Back to basics SW practice training. • Locality Practice Improvement Meetings. • Develop PPA Teams. • Prepare for Ofsted inspection of children in need and child protection cases early September 	16	Director of Children's Services	Compliance reporting shows multi-agency Strategy Meetings are taking place in the majority of cases.
CR7	Failure to recruit and retain experienced Social Work staff Failure to recruit and retain Independent Reviewing Officers. Failure to recruit and retain experienced BSO staff.	Organisational	Inability to deliver effective services. High caseloads. Lack of management oversight. Increased staff turnover. Increased agency spend.	<ul style="list-style-type: none"> • Vacancy monitoring. Recruitment strategy. Quarterly safeguarding report. • Reliance on agency staff risk of high staff turnover and inconsistency of practice. CYP experience frequent changes of IRO. Lack of consistent IRO oversight of Care Plans and CP plans. Impact on the budget - cost of agency staff. • Insufficient BSO support resulting in increased administrative tasks for managers and practitioners. 	25	<ul style="list-style-type: none"> • Additional funding envelope. Enhanced recruiting – vacancies being filled with a high proportion of newly qualified staff. Newton Europe pathway review. Increased focus on retention. • External agency contract to look at CIN cases and work following MASH • Vacancy monitoring. Interim revised structure agreed with additional new posts. • Framework agreement in place 	16	Director of Children's Services	Recruitment is ongoing to include USPs and IRO Service Improving Social Work recruitment is now at the levels within the original funding envelope prior to the £5M and recruitment is continuing

CR8	<p>Reputational damage and risk of Direct Intervention by DfE.</p> <p>Negative media exposure.</p>	Reputational	<p>DFE manages services directly and removes them from the LA. Commission arrangements brought in.</p> <p>Loss of reputation. Impact on partner agencies.</p>	<ul style="list-style-type: none"> Safeguarding and Audit arrangements. Direct management oversight of services. Media planning around key issues and Serious Case Reviews. Scrutiny of key reports and information. Communication with Comms Team. 	25	<ul style="list-style-type: none"> Post Improvement Inspection Board with Independent Chair appointed. Post Inspection Improvement Plan. Senior management input into each of the 3 Children Social Care Districts. Review of all CiN cases using internal and external capacity. Social Work Recruitment Strategy. Peer Challenge. Newton Europe review of pathways. The council has been issued with an Improvement Notice by DfE which is the lowest level of implementation. Communication planning surrounding publication of Serious Case Reviews. Two way communication between LSCB and partner agencies. Additional IRO and Advanced Practitioner posts LGA peer review later in the year 	16	Director of Children's Services	<p>Positive - given feedback from OFSTED and appointment of Independent Chair</p> <p>Risk remains high given high profile of SCRs in the media.</p>
CR12	<p>Failure to implement/maintain systems that produce effective management information</p> <p>Failure to improve quality of data in Liquid Logic's systems (LCS/LAS)</p> <p>Operational failure in the main IT Computer Suite (T101)</p>	Organisational	<p>Ineffective collection, collation and input of data Ineffective use of business intelligence, resulting in the inability to identify and respond to changing trends and inform strategic decisions. Impact on strategic planning, understanding and management demand e.g. around demographics and ageing population profile Ineffective reporting arrangements.</p> <p>Statutory returns will be compromised, so incorrect performance will be reported nationally. OFSTED/CQC/LGA and other external organisations will be using inaccurate information to judge performance. Service planning and management will be severely compromised.</p> <p>Reliance on uninterrupted operation of T101 cannot be over emphasised. Power up following an uncontrolled failure takes 5 times longer than after a controlled shutdown. Impact on service delivery</p>	<ul style="list-style-type: none"> Information management strategy. Data Quality processes. Oracle. Local Information Systems. Corporate performance information. JSNA and other needs assessments Weekly provision of information to operational managers. Monthly Performance Books or dashboards provided to Start Well Management Team and Adults Leadership Team. Use of exception reports to flag up data quality issues. Over £200k has been invested to improve the back-up services for T101 to improve reliability. However, there are still potential risks regarding A/C cooling, maintenance of UPS units and insurance requirements regarding fire alarm links 	15	<ul style="list-style-type: none"> External support to focus on Children's Services data issues. Introduction of new governance arrangements for children's services. Introduce a new performance management framework that is aligned to draft corporate strategy. Agree performance, financial data and intelligence required for all levels within the County Council. Agree milestones and metrics. Project Accuracy being supported by Newton Europe, SRO and close involvement of Business Intelligence. Developing improvement plan that includes culture and assurance. The plan will include systems such as Controcc and LAS Performance sub-group reporting the Improvement Board Chair Additional temporary resource employed within Business Intelligence to provide reports for Project Accuracy 2. Multimillion pound refurbishment programme including upgrading the electrical infrastructure of county hall complex - to improve the reliability of the IT Suite. 	12	MT	Level
CR15	Delivering new waste management	Economic Environmental	Excessive transitional costs. Excessive operating cost. Operational hazards and	<ul style="list-style-type: none"> LCC strategic leadership of waste company. LCC HR, Legal and Financial 	16	<ul style="list-style-type: none"> Approval of GRLOL structure by Board and Employment Committee. Staff consultation and 	12	Head of Waste Management	Need for implementation of formal and

	arrangements Delivery of BOP 046 and GRLOL Transformation Delivery within 16-17 budget	Reputational Legal	liabilities. Health and Safety issues. Permit non-compliance. Increased landfill/reduced recycling. Public disillusionment regarding recycling services. Impacts on WCAs and LWP. Employee and Union claims. Impacts Potential for budget overspend based due to following attributing factors: Initial calculation of waste budget (and MTFS); Increased and uncertain in year company operating costs; One off and uncertain company transitional costs; uncertainty with regards to delivery of operational changes (i.e. odour management systems, insurances)	support. Programme office monitoring of savings targets. Regular liaison with Environment Agency. Cabinet Member briefing. Union consultation. Regular liaison with WCAs and Blackpool Council. Communications strategies <ul style="list-style-type: none"> Regular budget monitoring and forecasting exercises. Monthly monitoring meetings. Direct financial support to waste service. Dedicated liaison with waste company. 		notice of redundancy. Review and reconsideration of operating proposals. Submission of permit modification <ul style="list-style-type: none"> Review calculation of waste budget with finance. Development of detailed company operating and transition costs. Capitalisation where possible of transitional costs. Potential to reduce operational cost over and above GRLOL model. Potential delivery of additional one-off savings Potential for increased diversion from landfill at reduced costs. However, an increase in residual waste arisings of 4% is being forecast (compared to a previously assumed 1%) which is resulting in forecast overspends. This is partly offset by forecast underspends in a number of other areas including garden waste composting. The high cost of insurance premiums at the waste recovery parks, and deflated markets for the sale of recyclable materials, continue to put pressure on the waste budget. Commencing process to obtain external value of assets 		legal processes increases time taken to deliver transformation and subsequently increases risk. Elements of risk will reduce further as each stage of transformation is completed. Upward. Clear potential exists to reduce various budget costs but realisation of these cannot be assumed to be guaranteed at this stage. Current monitoring identifying potential overspend
CR16	Management of the County Council's Assets	Organisational	Failure to maintain council owned assets and buildings. Inability to deliver in the timescale required and impact on organisational ability to achieve savings Failure to timely deliver a smaller more affordable property portfolio and associated savings. Inability to deliver service plans and savings effectively within required timescales, risks to service delivery across a number of services. Due to the high profile of Property Strategy (Neighbourhood Centres) delayed delivery could have reputational effect. Legal or public challenges.	<ul style="list-style-type: none"> Effective planning and programming method of delivery. Management of organisational transition and effective engagement with operational services Manage health and safety risks of customers and staff and ensure budgets are managed effectively to maintain assets to a satisfactory standard. Consider and manage risks associated with redundant properties. Planned maintenance approach. Risk assessments and regular H&S inspections. Presently undertaken by various operational service areas. Delivery of Property Portfolio Rationalisation Programme (PPRP) is being managed by the programme board. Asset Management Service are working to specific timescales for the public consultation and delivery of recommendations to Cabinet. Office rationalisation is ongoing and is being managed by the PPRP team as a whole. Risks for each part of the project are registered and reviewed by the PPRP team and Board on a regular basis, reporting to Management Team separately. 	16	<ul style="list-style-type: none"> Asset Management Strategy and accommodation review Establishment of a Premises Compliance Team Short-medium term facilities management strategy defined to deliver the spike in resource demand during the organisational transition period Property Strategy - Ongoing work to develop initial recommendations and to undertake public consultation continues. Multi-service working ensures the relevant professional input, including communications. Following Cabinet approval delivery of Neighbourhood Centres will be undertaken by the wider PPRP team. Communicating with stakeholders to ensure an understanding of the council's financial position and need for change Communicating specific proposals and service developments in the context of the financial scenario Libraries – public consultation has taken place to help inform service design and future strategy. Report presented to Cabinet in September 16. 	12	Head of Asset Management/ Head of Facilities Management Stable – risks are significant but currently managed

				<ul style="list-style-type: none"> Communications strategy for property strategy 					
CR20	Transforming Care (Winterbourne)- the accelerated discharge of the population of adults with a Learning Disability from secure hospital in-patient beds into community houses	Economic/Political/Social	Increased pressure on the adult social care budget. Resettlement from hospital to community health and social care packages shifts the funding responsibility from solely NHS to a shared responsibility between CCG's and LA's to fund these high cost intensive health and social care packages. LCC may not be able to afford these new packages of care in the current financial climate. There is a National Plan to facilitate discharge therefore there is a reputational and political risk in not achieving as Lancashire is identified as a National Fast Track programme for this work due to the high number of Lancashire residents currently in in-patients LD hospitals. The closure of Calderstones hospital is part of this national plan. Failure to agree locally a reasonable figure for a dowry that is planned to follow a person from hospital (NHS) to LA's is a further financial risk.	There is a governance structure for the Fast Track programme through the Fast Track Steering Group with representation from LCC Director Adult Social Care and HoS Commissioning working alongside SRO's from NHS and CCG's in order to achieve agreement on financial issues including the dowry and any future agreement for a pooled budget. There are identified work streams each with a defined action plan with leads identified from commissioners across Lancs. Work streams are monitored by the Steering group in addition to oversight by NHS England. The trajectory for possible discharge Sept 15- Mar 19 is to be carefully monitored so appropriate development and procurement of suitable housing and care can be planned for.	16	<ul style="list-style-type: none"> Improved engagement with procurement colleagues to ensure due process is followed operationally in meeting the needs of this population. Lancashire's Fast track plan identifies the implementation of a revised model of care for people with LD improving crisis support through multi-disciplinary teams. This approach is aimed at reducing admissions and supporting providers to maintain a person's tenure in their chosen house rather than re-enter hospital. The plan commits to securing improved and alternate care and housing solutions for this population with the aim of creating shared tenancies with background support, rather than the current single tenancy model currently used, which will be more cost effective. There are plans to stimulate the provider market to inform innovative solutions to providing for these people's care Health covering the costs from transformation fund whilst developing pooled budgets. STP budget considerations Currently the financial risk has been negotiated with the CCG and immediate pressures have been offset whilst negotiations around the pooled budget take place. 	12	Director of Adult Services	Downwards
CR21	Service user/Customer risk associated with the inability to influence demand whilst expectations continue to rise	Reputational/social/economic/political	Demand and expectations continue to rise against a backdrop of reduced resources, thus leading to service failure and an increase in complaints. Failure to integrate health and social care to reduce pressures on demand and expectations as a result of ageing population. Unacceptable waiting times for assessment and	Consultation and engagement with service users and customers. Co-ordination of communications. Changes and impacts communicated to stakeholders. Impact assessments. Alternative delivery options being explored as part of base budget review option development. Learning from complaints and oversight at CCPI.	16	<ul style="list-style-type: none"> Alternative delivery options being explored as part of base budget review option development In relation to adult and children's social care Newton's Europe have been partly engaged in this area of work See opportunities entry on Healthy Lancashire Early help and prevention investment in integrated wellbeing services Children's demand management strategy Additional capacity is being secured in key areas such as social work and occupational therapy Realignment of management capacity in adult social care to provide improved focus on operational 	12	MT	↓ Downwards.

			reviews including occupational therapy, safeguarding and social care reviews.			<ul style="list-style-type: none"> • Clear triaging/prioritisation schemes at Customer Access Centre • Work with Newton Europe is underway to improve productivity • Working with health partners to improve arrangements around discharges from hospital • Communicating with stakeholders to ensure an understanding of the councils financial position and need for change • Communicating specific proposals and service developments in the context of the financial scenario 			
CR24	<p>Failure to achieve targets agreed with National Troubled Families Unit team due to the specific requirements of the programme.</p> <p>Failure to provide robust data to evidence the impact on outcomes for those families engaged with the programme</p>	Economic Political	<p>Failure to accrue maximum income from the programme for the authority</p> <p>Possible reputational risk as a result of failing to meet the national target.</p> <p>Risk of additional scrutiny of Lancashire's response to the programme</p>	<ul style="list-style-type: none"> • Manual tracking processes in development with view to maximising payment by result claim opportunities • Improvement plan with operational staff with implementation to ensure that 'attached' cases meet national TFU principles • Ongoing data matching to identify new eligible families 	16	<ul style="list-style-type: none"> • Development of reporting processes to ensure monthly progress checks against targets • Business case to request additional resources to support tracking and claiming processes • Redesigning of outcomes plan to set more achievable/realistic targets • Establishment of multi-agency CYPTB task and finish group to drive multi-agency partnership working and explore how to embed the TFU principles within partner organisations • Exploration of digital systems that can be used to undertake the necessary analysis for Lancashire's response to the programme. • Workforce development ongoing for CAF and LP working. • Revised CoN thresholds and CAF documentation, Quality Assurance and processes to assist in meeting requirements. 	12	Head of Wellbeing, Prevention and Early Help	Downwards
CR25	Failure to implement and meet the statutory requirement to children and young people with special educational needs and/or disabilities (SEND).	Organisational	Not providing adequate service to SEND leading to inspection failure. Lack of appropriate IT platform. Failure to recruit and retain staff. Commissioning arrangements with health not consistent.	<ul style="list-style-type: none"> • Self-assessment completed against new framework • North West regional peer support group established 	16	<ul style="list-style-type: none"> • Implementation of the early help (IT) module. • Recruitment of qualified staff funded by the SEND reform grant. • Commissioning arrangements with Health being reviewed. 	12	Head of Special Education Needs and Disability	Level
CR26	Proposed museum closures	Organisational/political/reputational/financial/legal	<p>The proposal to close five museums has attracted negative publicity nationally, regionally and locally due to the national importance of the sites and collections</p> <p>Impact on staff leading to sickness absence</p> <p>The Council could be challenged by Judicial</p>	<ul style="list-style-type: none"> • Weekly meetings between Museums managers and asset management, equality and diversity, communications and business intelligence to proactively manage the process. • Decisions on process continue to be cleared through legal services and cabinet member as appropriate. • Expressions of interest have been invited for interested parties that can show they have the resources and expertise to continue operating the museum and ensuring the collections continue to be 	16	<ul style="list-style-type: none"> • Public consultation has taken place to inform future service design and strategy of the museum service • EIA detailing the mitigating actions have been completed • A Cabinet Working Group with cross party membership has been established to ensure that any transfer of assets which may take place is transparent, fair and robust. • Information has been circulated to all staff to assist them with their health and wellbeing as a result of closures. • Senior management update staff on a weekly basis • To help develop a revised cultural offer an 	12	Head of Libraries, museums, culture & registrars	Level

Opportunity Identification Number	Opportunity Description	Opportunity Type	Possible Benefits	Progress to date	Opportunity Score	Maximising Actions	Residual Opportunity Score	Opportunity Owner	Direction of Travel
			review if the process by which museums are either closed or transferred to a third party cannot be shown to be fair and legally robust	made accessible to the public.		application for heritage lottery funding submitted			
C01	Establishing a new model for public service delivery in Lancashire	Political	The establishment of a Lancashire Combined Authority and securing a devolution deal with central government. A Combined Authority is an accountable body in its own right – this means it is a single point of decision making on agreed functions (quicker and simpler decisions); has powers delegated to it from Government and the individual local authorities (subject to local discussion and determination); can hold substantial amounts of Government and European funding. In relation to transport, greater co-operation will allow improvements to the region's public transport network.	Lancashire Leaders to formally take proposals for a new model (in principle) to their authorities. Briefings for County Council members. Progression of work streams.	12	<ul style="list-style-type: none"> Work with local authority partners on the establishment of a Combined Authority for Lancashire and in securing a Devolution Deal with Government. Constituent authorities of the proposed combined authority have agreed to proceed with the establishment of a shadow CA in July 16 – cross cutting themes identified and work programmes being developed One Public Estate submission has been developed and submitted A workshop to take place on 5th October 16 facilitated by PWC. This will be an information sharing session to identify potential opportunities for a pan Lancashire approach to service delivery. Key public sector partners will be invited. 	16	Chief Executive	↑ Upwards
C02	Delivering economic growth	Economic	Continued successful delivery of the Lancashire Enterprise Partnership's (LEP) current strategic economic growth programmes. Successfully secured new resources for Lancashire to support job and business creation, housing growth and the delivery of strategic transport infrastructure linking to drive economic growth and regeneration, linking residents and businesses with economic opportunities.	LEP has secured almost £1 billion of national resources to deliver a transformational programme of economic growth which see the delivery of new jobs, business and housing growth and strategic transport infrastructure. Key programmes/projects secured include the Preston, South Ribble and Lancashire City Deal, Growth Deal, three Enterprise Zones, Growing Places Funding, Boost Business Lancashire and Superfast Broadband.	12	<ul style="list-style-type: none"> Work with local authority partners on the establishment of a Combined Authority for Lancashire and in securing a Devolution Deal with Government to ensure national resources to support economic growth and regeneration are secured. Maximise the support from key local and national public and private sector stakeholders outside of the County Council. Submitted growth deal 3 	16	Director of Economic Development	↑ Upwards

CO3	Opportunities through delivering the draft corporate strategy and property strategy	Economic/Social	This strategy seeks to ensure we continue to meet the immediate needs of our communities while shaping the council into an organisation that is sustainable and able to deliver successfully against its goals for years to come. It sets out what we will be doing to achieve that balance, along with our commitment to securing the best outcome for our citizens, communities and for Lancashire. The strategy will help to ensure that we deliver on the following strategic outcomes: - To live a healthy life - To live in a decent home in a good environment - To have employment that provides an income that allows full participation in society	A draft Corporate Strategy, has been produced and has been subject to Consultation. Cabinet considered the Strategy document and the approach contained within it at its meeting of the 26 November 2015. The Strategy was submitted to Full Council on the 17 December 2015. The Strategy was debated and amendments agreed. It was resolved that the Corporate Strategy, as now amended, be approved subject to the section 'Our approach to service delivery' being referred back to Cabinet for further consideration. That review process is ongoing	12	<ul style="list-style-type: none"> • Use the strategy and associated evidence base to guide our decision making and as the overarching framework for planning interventions which will meet the needs of communities • Digital by design • Embedding evidence based policy/decision making to plan for the future • Aligning with health to meet need • Property strategy consultation presented to Cabinet September 16 	16	MT	↑ Upwards
CO4	Health and Social Care Integration	Organisational	The principle of the separate organisations working together to align plans, strategies and budgets will involve the development of new delivery models and ways of working, to avoid duplication and focus activity where it is needed, recognising that current models of service delivery are unsustainable. Integration would provide the best opportunity to minimise the impact of funding reductions as well as providing a better offer for service users	Participation in the Healthier Lancashire programme building upon the "Alignment of the Plans" work undertaken Sustainability and Transformation Plan (STP). <ul style="list-style-type: none"> • Influencing and shaping the process to take account of Combined Authority objectives if and where appropriate. • Aligning, where appropriate with existing work at a pan Lancashire level, and within individual health economies. • Consideration of new models of delivery and potential new funding arrangements, such as pooled budgets where appropriate. 	12	<ul style="list-style-type: none"> • Recognise the need for: an ambitious vision, robust partnerships, clear and credible delivery plans, and strong leadership and governance arrangements at a pan-Lancashire level. • Lead the integration agenda, recognising the need for an ambitious vision, robust partnerships, clear and credible delivery plans. Strong leadership and governance arrangements at a pan-Lancashire level. 	16	MT	Level

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			

Cabinet Committee on Performance Improvement

Meeting to be held on Tuesday, 25 October 2016

Report of the Chief Executive

Part I

Electoral Division affected:
All

Quarterly Corporate Performance Monitoring Report – Quarter 1 2016/17

(Appendices 'A' and 'B' refers)

Contact for further information:

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Executive Summary

Regular corporate monitoring of performance across the authority as a whole includes the production of quarterly reports and analysis of corporate performance.

Quarterly Quality of Service reports against the themes of Start Well, Live Well and Age Well, along with Highlight Reports for Development & Corporate Services and Commissioning, Governance, Finance & Public Services have been produced for quarter one 2016/17, giving an overview of performance against agreed headings and parameters.

This Corporate Performance Monitoring Report is derived from the in-depth monitoring reports and provides an overview of performance activity across the Council.

An overview of the Quarter 1 budget position is also provided at Appendix 'A' so performance can be viewed within the associated financial context.

In addition as part of this quarterly Corporate Performance Monitoring report, a latest post (safeguarding) Children's Service Ofsted inspection update has been attached at Appendix 'B' and updates will continue to feature in these reports going forward.

Recommendation

The Cabinet Committee on Performance Improvement is asked to comment on the reported performance for quarter 1 and the Ofsted post inspection update information provided.

Background and Advice

Regular corporate monitoring of performance across the authority as a whole includes the production of quarterly reports and analysis of corporate performance. Quarterly Quality of Service reports against the themes of Start Well, Live Well and Age Well have been produced for quarter one 2016/17, giving an overview of performance against agreed headings and parameters.

In addition Highlight reports have been produced for Development & Corporate Services and Commissioning, Governance, Finance & Public Services.

In addition to monitoring and providing progress updates against budgets, projects and other future developments, each Quality of Service and Highlight report gives details of performance against key indicators for that quarter.

Monitoring across these Quarter 1 (Q1) indicators has been used to provide this report.

Performance Summary

Start Well

- The number of child protection plans at the end of quarter one 2016/17 (1,564) had increased by 8.3% when compared to the previous quarter 4 position of 1,443 (we are still awaiting the year end statutory return figure to be confirmed – due in November). The numbers have been increasing every month since the end of May 2015 (953).
- The number of children looked after increased slightly at the end of quarter one 2016/17 (1,685) when compared to the previous quarter 4 and published year end position of 1,665. The lowest figure in the last reporting year were seen at the end of quarter 1 2015/16 (1,553 - end of June 2015).

The risk sensible model continues to be implemented and all managers / Independent Review Officers / Multi Agency Safeguarding Hub personnel will have been trained in this by November 2016 at which point the Advanced Practitioners will also begin training all of the social workers across the county. The implementation of this model will improve the skills and confidence of staff in identifying risk and making the appropriate decisions about how this risk is managed.

- The proportion of assessments completed within 45 days remained stable during June (62.8%) but is still well below the statistical neighbour average (85%). Assessment numbers rose sharply in May, 1040 completed in 45 days from the total of 1750 (59.4%), which is higher than usual but fell back to a lower level than previous months in June (861 completed in 45 days from 1371 – 62.8%). Rates in Hyndburn/Ribble Valley (52.9%), Pendle (52.5%), Rossendale (51.1%), Fylde and Wyre (46.1%), West Lancashire (39.3%) and Chorley and South Ribble (62.3%) district area teams are the lowest and lower than Lancashire as a whole.

Skylakes continue to provide additional capacity by taking on new work and assessments on behalf of children's social care and agreement is being sought that

this will continue until January 2017. The additional capacity is allowing social work teams to address the backlog of work that has accumulated so that they are better placed to deal with the rising demand in areas of children's social care.

- There have been significant improvements in the caseload averages for social workers (Average caseloads per Assessed and Supported Year in Employment (ASYE) Social Workers (SW) = 18.9, SW 1-3 years' experience = 23.1, SW 3-5 years' experience = 24, SW 5 years+ experience = 24.5), family support workers (22) and independent reviewing officers (74). Most of the indicators move up from Inadequate or Requires Improvement threshold to the Good threshold category, the family support workers' average caseload is 22 and now within the Outstanding performance category.
- The national adoption scorecard looks at a 3-year average of performance and therefore recent improvements take a substantial period of time to impact on performance. However local monitoring shows it is taking less time for children to be matched with an adoptive family following court authority from 272 days (Q4 15/16) to 237 days (Q1 16/17), a decrease of 35 days (year to end of August 217days). Local monitoring also shows it is taking less time between a child entering care and moving in with their adoptive family, from 540 days (Q4 15/16) to 485 days (Q1 16/17), a decrease of 55 days (year to end of August 451days). During Q1 2016/17, 55% of children waited less than 16 months between entering care and moving in with their adoptive family in Lancashire which was an improvement on the previous quarter (53%). For the year to August this has improved further to 63% and is higher than the 2015 national (47%), regional (45%), and statistical neighbour performance (44.2%).
- Lancashire Youth Offending Team (LYOT) remains in the second quartile for First Time Entrants with a slight decrease in the rate per 100,000 from 307 (Q4 2015/16) to 293 (Q1 2016/17). LYOT has remained in the third quartile for reoffending (national reporting is delayed by approximately 18 months). The Reoffending measure is based on the numbers reoffending from a 12 month cohort. The numbers of young people entering the youth justice system have been reducing since 2007, however the numbers reoffending have not reduced proportionately. Hence, this in itself results in an increasing reoffending rate. The reoffending rate has decreased from 41.9% (367 reoffenders from 874 offenders in cohort) in the previous reported quarter to 41.8% (344 reoffenders from cohort of 823) in the latest quarter nationally reported.
- The latest average for Education Health and Care (EHC) plans transferred from statements of Special Educational Needs or Learning Difficulty Assessments is 236, a slight increase on the previous reported quarterly position of 222. However, this indicator is still categorised as in the Requires Improvement threshold category. The good threshold is 261 – 290 and outstanding target is >291
- The latest three year rolling average shows that there were fewer people under 18 admitted to hospital for alcohol related conditions. The Lancashire

U18 alcohol admission rate (56.0 per 100,000) during 2012/13 - 2014/15 had decreased on the 2011/12 - 2013/14 (62.7) rate but was still significantly higher than the national (36.6) rate. The regional rate (53.5) was similar.

- Within Lancashire there were fewer deaths in infants aged under one year. With 194 deaths during 2012-14, the infant mortality rate (4.8 per 1,000 livebirths) had decreased on the 2011-13 rate (5.1 or 206 deaths).
- 94.5% of Lancashire primary schools were judged as good or outstanding and this was higher than the national average (88.5%). 26 of 480 Primary schools were not rated as good or outstanding.

Live Well

- Completion of the Heysham to M6 Link Road - By the end of June 2016, over 94% of the structures work and 90% of road works were complete. There has been a significant delay to the construction of the new Lune Bridge adjacent to the M6. The road opens to the public on Monday 31 October, and work on the entire project is due to be completed in spring, 2017.
- The % of all carriageway and footway defects reported repaired within 20 working days improved during Q1 (94%) which is an improvement on Q4 2015/16 when performance was 86% and the same as full year 2015/16 (94%). However the Q1 2016/17 percentage figure is down on Q1 2015/16 when 97% was achieved.
- In Q1 Highways received 17,630 PEMs (Public Enquiry Management System) reported defects and requests for service by members of the public via the customer contact centre through the service database PEMs. The service completed 12,341 PEMs within 20 working days (70%). The service target is to respond to all customer enquiries within 20 working days. In addition to enquiries from members of the public the Highway service receives a high volume (over 50% of the county council's total) of elected Member enquiries.
- Overall Q1 performance for all street lighting faults (4.25 days – which is made up of 2.13 days for those excluding traffic management and 9.72 days for those including traffic management) has improved slightly compared to Q4 2015/16 (4.27 days) which is also within the 5 day target (average repair time).
- The diversion of municipal waste away from landfill by recovery, recycling, reuse and composting is forecast for 2016/17 to be 56%, with landfill of 44%. The rate achieved in 2015/16 was 71% diversion with 29% landfill.
- The number of Libraries' book issues decreased in Q1 2016/17 (1,138,090) and is lower than the same period of 2015/16 (1,192,527). The number of Library E-Book loans (downloads) has gone up from last year being 34,863 in Q1 of 2016/17, (28,522 in Q4 2015/16) and 23,803 in Q1 of 2015/16.
- The Road Safety team are able to report provisional data on the number of fatalities during 2016. Up until the 15th July, there have been 20 fatalities from

18 collisions in Lancashire, all aged 16 or over. The figure is exacerbated by two high profile 'two deaths in one accident' (incidents), Runshaw Lane, Euxton and Brockholes Brow, Preston, but is representative of the number of fatalities in the first 6 months of previous years. Of note is the number of fatal powered two wheeler collisions, 25% (5) of the fatalities are from this user group which is an over-representation in terms of vehicle miles travelled.

A detailed road safety report is scheduled for the next CCPI meeting (5 December).

- In Q1 the number of NHS health checks completed dropped (10,969) compared to previous quarters (12,498 in Q4 2015/16 and 11,588 in Q1 2015/16). This was despite the number offered increasing to 23,373 (18,585 Q4 2015/16 and 14,896 in Q1 2015/16). 88 of these were offered internally to LCC staff at sites across Lancashire as part of the staff health and wellbeing programme.

Age Well

- In Q1, the rolling year figure of, 1677 older people were admitted to residential and nursing care, this is a slight improvement on the Q4 final 2015/16 figures of 1697 admissions to residential and nursing care for the 65+ age group. The Q1 outcome of 720.0 admissions per 100,000 population 65+ is a further improvement on the Q4 outcome of 728.5. This performance meets the Better Care Fund (BCF) target of 733.7, but is still a little way off the national previous year end average of 668.8.
- In Q1, 854 older people were offered reablement services on discharge from hospital as compared with 875 in Q4 but met the BCF target of 600. Lancashire outcome figures for Q1 indicate 84.0% were still at home after 91 days. This is an improvement on the Q4 figure of 83.2% and the national average of 82.1% and compares favourably with the BCF target of 82.0%.
- In Lancashire for May-16 a total of 72.6% delayed discharged days were attributable to the NHS, 23.0% were attributable to social care, and the remaining 4.4% were attributable to both NHS and social care. In comparison the national picture showed 59.7% of all delays in May-16 were attributable to the NHS, 32.7% were attributable to social care and the remaining 7.6% were attributable to both NHS and social care. Lancashire currently shows a smaller proportion of delays attributable to social care than the overall national figure, with a Q1 monthly snapshot figure of 31 people (3.3 per 100,000) delayed discharges attributable to social care however this has increased from the 2.0 per 100,000 in Q4 2015/16. These increases are below those reflected nationally.

Activity management information data is given for a number of areas of business including:

- Reablement work has been undertaken within a team in Burnley to better understand how the service should develop to meet increasing demand and complexity of people using the service, whilst reducing the amount of longer term support people need after a significant event such as a hospital admission.

From this work we were able to significantly increase the usage of the service, the time to reable was reduced by 43% within this team, whilst the cost of longer term support people needed at the end of period of reablement decreased on average by £20 per person, and 78% people needing no formal long term support at the end of a period of reablement. The learning from the work in Burnley has led to a number of principles being agreed in order to develop the service.

- A new approach to social care assessment waiting times work is ongoing with Newton Europe having been developed in East Lancashire. In the East from 775 at the beginning of June 2016 to 336 at the end of July, the number of people waiting for assessment has reduced by 439, at the same time as responding to incoming new work. Longest waits date back to December 2015/January 2016 for a small number of people, with the majority of those waiting dating back to May.
- There were higher numbers of safeguarding referrals received in Q1 than in Q4 and a corresponding increase in numbers for most of the measures recorded. However, there were decreases in the numbers of:
 - Cases closed where outcome partially substantiated (down by 21.8%)
 - Mental Health Cases 16-65 (down by 16.4%)
 - Cases received from the police (down by 1.0%).
- Of the 344 Lancashire Care Homes inspected by Care Quality Commission (CQC), 226 (65.7%) achieved an overall rating of good or outstanding. Overall 110 (32.0%) were rated as requiring improvement and 8 (2.3%) were rated as inadequate. This compares with a national figure of 62% of care homes rated as good or outstanding.
- Of the 106 Lancashire Community Care Services inspected by CQC, 80 (75.5%) achieved an overall rating of good or outstanding. Overall 24 (22.6%) were rated as requiring improvement and 2 (1.9%) were rated as inadequate. This compares with a national figure of 72% of community care services rated as good or

Highlight Reports – Quarter 1 performance

- 4 Rosebud loans were invested totalling £560k.
- 465 businesses have been supported to date by Boost, the Business Growth Hub.
- £1.7m of capital receipts had been achieved and the value of the commercial property portfolio was £0.77m against respective annual targets of £5m and £3.8m.
- 82% of the 11 Regulation 3 applications received were determined within 8 weeks.
- 117 newly qualified social workers were being supported in their Assessed and Supported Year of Employment within Adult and Children's services, with a further 62 social work students also on placement.
- The Disability Employment Service supported 25 people with disabilities into paid employment of over 16 hours per week.

- While continuing to be an area of concern, the levels of outstanding debt owed to the County Council over 6 months old significantly reduced to £14.0m in quarter 1 from the position of £16.9m at the end of 2015/16. This was largely due to a comprehensive review (by Legal and Finance) of outstanding debts with some debts deemed irrecoverable for legal reasons, or being uneconomical to pursue. The level of Corporate Debt continues to reduce due to work completed with colleagues at the NHS in relation to income and outstanding debts for joint funded packages.

Consultations

Members of Management Team(s) have previously received the information in this report.

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/Directorate/Tel
N/A		

Appendix A

Financial Summary - the table below gives the County Council's financial position for 2016/17 as of the end of Quarter 1.

Ref	Service Grouping	Approved Budget	Current Period Forecast Outturn	Current Period Forecast Variance
		£m	£m	£m
3.1	ADULTS SERVICES	317.410	322.490	5.080
3.2	CHILDRENS SERVICES	119.356	128.789	9.433
3.3	COMMUNITY SERVICES	134.610	136.892	2.282
3.4	PUBLIC HEALTH & WELLBEING	28.662	30.521	1.859
3.5	DEVELOPMENT AND CORPORATE SERVICES	40.147	40.230	0.083
3.6	COMMISSIONING	43.470	42.639	-0.831
3.7	CHIEF EXECUTIVE	29.364	22.725	-6.639
	TOTAL	713.020	724.286	11.267

The current forecast outturn for the County Council is an overspend of £11.267m and represents a variance of c1.6% against the overall County Council budget. This is subject to a number of assumptions around the anticipated profile of expenditure for the rest of the year which is difficult to predict in some demand led budget areas.

Regarding the Children's forecast overspend, £7.311m relate to agency residential placements. Placements have increased by 62 (46%) placements from 135 in November 2015 to 197 in June 2016. The forecast is based on available financial and activity information and assumes that placements will increase by 0.8% per month for the remainder of the financial year based on historic trends. Work is underway to review the underlying reasons for increases in numbers of placements and to estimate likely future changes in demand.

Appendix B

Ofsted Post Inspection Update

Background and Advice

Ofsted carried out an unannounced inspection of Children's Services which commenced on 14 September 2015 and which lasted for four weeks.

The inspection focused on the experiences and progress of children in need of help and protection, children looked after and care leavers. It also included looking at the effectiveness of our services and arrangements to help these children, including adoption and fostering. Ofsted also carried out a review of the effectiveness of the Lancashire Safeguarding Children Board (LCSB) at the same time.

Ofsted published its report on Friday 27 November 2015 rating the overall effectiveness of the Children's Services as inadequate. The judgement for the LCSB was good.

Actions taken since the last CCPI

A number of actions have been put in place and developed since the last report to CCPI in July 2016:

Recruitment drive - increasing capacity and, in turn, reducing caseloads in social work teams is a vital part of solving the challenges identified during the Ofsted inspection. To support this around £4.6 million in additional staffing capacity across children's social care, adoption, safeguarding, inspection and audit.

Children's social care is a challenging area to recruit to, not only in Lancashire but also across many parts of the country, but the summer campaign to recruit to various roles in children's services has had a positive effect. To date more than 133 permanent posts have been recruited to including social workers, team managers and independent reviewing officers.

A significant amount of funding and staff has also been made available to further develop our Child Sexual Exploitation (CSE) team. The new team will build on existing good relationships with partners through Multi-Agency Safeguarding Hubs (MASH) and will work closely with police and health staff to support children and young people at risk of CSE and help keep them safe.

Service developments – the first week of October see the launch of work, initially in Fylde and Wyre, to focus on how new ways of working and improvement related projects are effectively implemented on an area footprint to enable quality and consistency of practice. The aim will be to ensure rapid and sustainable improvement within our local teams while fostering creativity, innovation and partnership working.

Framework agreement – Skylakes continue to provide additional capacity by taking on new work and assessments on behalf of for children's social care and agreement is being sought that this will continue until January 2017. The additional capacity is allowing social work teams to address the backlog of work that has accumulated so that they are better placed to deal with the rising demand in areas of children's social care.

Director of Children's Services role - Linda Clegg was appointed to the statutory Director of Children's Services role on an interim basis earlier this year to help us quickly address the challenges set out by Ofsted following their inspection in late 2015. Linda shares her time between the county council and Blackburn with Darwen Council, and her work here is currently focused on our safeguarding and children's social care teams.

The process has now started to fill the role on a permanent basis, with applications having closed last week and interviews due to take place in November.

Ofsted quarterly monitoring inspection - during their most recent visit in September, inspectors spent two days in the county assessing the progress the council, with its partners, is making in relation to care leavers, children in need cases and those subject to child protection plans.

In a letter published on the Ofsted website (3 October 2016), inspectors recognise the increased 'pace of positive change' the council is making to improve services for children and young people. Inspectors also shared our own view that, while momentum behind the improvement plan from the council and its partners remains strong, further work needs to be carried out to embed good practice and improve consistency in the quality of social practice. Work to address variations in the consistency of social work practice by clarifying standards and expectations is well underway and continues to be a key priority area for us.

The full letter which details the findings from the monitoring inspection was published on 3 October 2016 and can be found [here](#).

Peer Challenge – on 10 and 11 October 2016, Jane Ivory (Assistant Director, Wigan), will lead a team of colleagues from across the region to assess and challenge the improvements that have been made to children's services in Lancashire. They will spend approximately half their time looking at cases and talking to social workers about these cases and then they will facilitate a number of focus groups made up of different cohorts of staff and partners. Jane will provide formal feedback around the findings of the peer review on the 9 November and this will then inform future priorities and plans.

DfE Review – one of the conditions of the Improvement Notice from the secretary of state was that as well as the quarterly monitoring inspections from Ofsted the DfE would also undertake a review every six months. The first DfE Review will take place on 19 and 20 October and will be led by Tony Crane (DfE Advisor) and two senior civil servants from the department. The key lines of enquiry for the DfE have been determined as follows:

- Front door and Multi Agency Safeguarding Hub – progress and impact.

- Quality of practice – impact of non-generic workload and progress against Operating Model delivery.
- Managerial oversight – sustainability and capacity to improve.
- Our sustainable sufficiency strategy (edge of care / residential /adoption / fostering).
- Pace of change – are we going fast enough?

The outcome of the DfE review will be a formal report to ministers that appraises the progress being made in Lancashire and identifies area of future focus.

DCS briefings – the second round of staff briefings led by Linda Clegg have started with a session in Fleetwood for children's services staff in the North of the county. The purpose of these staff briefings is to ensure the workforce is fully aware and able to inform improvement and so that Linda can share and discuss the key priorities moving forwards. Briefings for staff in the east and central areas of the county will be held on the 21st October.

12 week improvement plan – this plan was produced and agreed by the Improvement Board in May 2016 and is framed around three themes: the workforce; managing change; and managing demand. The plan has now been delivered and has been positively received not only because it enabled a clear focus on some very short term priorities but it was also helpful for staff to understand how their day work supported strategic improvement activity. The success of the plan has prompted the development of a new 12 week which will be informed by the feedback from the recent Ofsted monitoring inspection and will be signed off by the Improvement Board on 12 October.

Project Accuracy –

Project Accuracy was developed to increase the accuracy of the data in management reports which were derived from the data entry made onto the Lancashire Children's System by Social Work Practitioners.

The system reports were felt by managers to be unreliable due to either data entry errors; report design problems or system issues but because it was not clear which was the root cause, confidence had fallen and problems were not being addressed leading to loss of accurate information which could be used to manage the service.

Since the commencement of the project key areas of management information have been focused on and in wave 2 this included looking at the accuracy of information about care leavers, supervisions and chronologies. Progress has been made toward identifying and solving problems of inaccuracy through weekly review of specific areas of data in the system and through involving managers in assessing and feeding back on the accuracy of the data.

A comprehensive suite of management reports are now in the process of being developed and rolled out within the service covering Children in Need, Child protection, Section 47 and strategy discussions, Children Looked After and Care Leavers. The intention moving forward is that a working group will continue the focus on maintaining the quality of the data so that performance can be maintained.

Newton Europe, having led the first waves of accuracy improvement work have now handed over ownership to the service with support from the Programme Office while processes become embedded. The DCS has taken ownership of embedding the new practices within the service and is updating the 0-25 Board on progress and escalation issues.

It is anticipated that the changes will be fully embedded within the service by January 2017

Risk sensible – the implementation of this model is being led by Mick Muir (an independent consultant) and will improve the skills and confidence of staff in identifying risk and making the appropriate decisions about how this risk is managed. The risk sensible model continues to be implemented and all managers / IROs / MASH will have been trained in this by November 16 at which point the Advanced Practitioners will also begin training all of the social workers across County. This training will run from the beginning of December 16 through to January 2017. From January 17 until the end of March 2017 there will be 1 training session booked for every team, including Senior, Team and Practice managers, social workers and IROs to work through the model. Partner organisations are also interested in understanding and practicing in line with the risk sensible approach and funding has been agreed by the LSCB to facilitate this.