

Lancashire County Council

Cabinet Committee on Performance Improvement

Tuesday, 27th June, 2017 at 2.00 pm 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 7 March 2017** (Pages 1 - 4)

4. **Risk and Opportunity Register Quarter 1** (Pages 5 - 20)

5. **Quarterly Corporate Performance Monitoring Report – Quarter 4 2016/17** (Pages 21 - 32)

6. **Urgent Business**

An item of Urgent Business may only be considered under this heading where, by reason of special circumstances to be recorded in the minutes, the Chairman of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Members' intention to raise a matter under this heading.

7. **Date of Next Meeting**

The next meeting of the Committee is Monday 2 October at 2pm, Cabinet Room B, County Hall, Preston

I Young
Director of Governance,
Finance and Public Services

County Hall
Preston

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Tuesday, 7th March, 2017 at 9.00 am in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Present:

County Councillor Jennifer Mein (Chair)

County Councillors

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1. Apologies for Absence

Apologies for absence were noted from County Councillor Geoff Driver.

Chair welcomed the following speakers to the meeting:

Paul Bond, Head of Service - Legal and Democratic Services

Sarah Jenkins, Head of Service – Customer Access

Donna Talbot, Head of Service – Business Intelligence

Richard Cooke, Heath Equity, Welfare and Partnerships Manager

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None.

3. Minutes of the Meeting held on 5 December 2016

Resolved: Minutes of the meeting held on 5 December 2016 be confirmed and signed by the Chair.

4. Customer Access Performance Report

Sarah Jenkins, Head of Service – Customer Access, provided members with a summary of the report circulated with the agenda on the operation and performance of the Customer Access Service.

In relation to overall performance, it was highlighted that although there has been an increase in emails, this method of contact generated further calls or emails to clarify or request information which in turn required more resource. However, members were advised that a standard referral tool was being identified to support this area of work. In addition, members were advised that discussions were being held on a potential Pan Lancashire referral form, working with partner agencies to ascertain requirements.

In relation to the Blue Badge Scheme, members were informed that the approval rate of applications was 88% and that Lancashire continued to be one of the highest approving authorities.

The Committee was advised that workshops for Phase 2 of the Genesys New Technology project were due to take place to identify and discuss potential value added elements.

It was reported that there has been a positive uptake on the 0300 lines and the automated customer feedback surveys have now been linked to the Genesys platform.

In relation to Highways Asset Management System (HAMS), it was confirmed that training was ongoing for staff until the end of March.

Members were informed that recruitment continued to be a challenge for the Customer Access Service. It was confirmed that they were working with the Human Resources Team to identify ways to improve the recruitment process in order to minimise impact on the service.

Resolved: That the report and comments be noted.

5. Risk Register Quarter 4 Report

Paul Bond, Head of Service – Legal and Democratic Services, provided an update to members on the Risk and Opportunity Register (Quarter 4) report circulated with the agenda which highlighted the key changes to the register.

Members were advised that there had been one addition (CR27) and one deletion (CR15) to the register. In addition, the following were highlighted to the Committee:

CR1 – information relating to the PwC interim draft report 'Lancashire Public Service Deliver Model' would be updated ahead of the upcoming Audit and Governance Committee meeting following discussions from the Full Council meeting.

CR24 – the residual score had increased due to a failure to achieve agreed targets with National Troubled Families Unit team. It was reported that this was due to delays at the start of the programme.

CR27 – mobilisation of the homecare framework – members were advised that the transition will be completed over a 12 month period.

Resolved: That the report be noted.

6. Quarterly Performance Summary Report

Donna Talbot, Head of Service – Business Intelligence, presented information from the Quarterly Performance Summary Report circulated with the agenda.

Members were informed that the Personal Education Plan (PEP) February figure was 81%. This continued to be monitored very closely and the quality of the PEPs reviewed on a regular basis.

In relation to strategy discussions, it was confirmed that as the figure has been reduced for the third month running, plans were in place to address this and would continue to be closely monitored.

Members noted that an amendment to the report under Age Well where it should state that '888 people aged 65+ were discharged from hospital and received reablement services between July and September 2016'.

A query was raised in relation to the information provided on the care debt figure as to whether the figure included deferred payments (i.e. costs recoverable following property sale). It was confirmed that further information would be supplied to members.

Richard Cooke, Health Equity, Welfare and Partnerships Manager presented to the Committee information detailed in Appendix B – Ofsted Post Inspection Update.

In relation to the recruitment drive, members were informed that location in relation to accessibility was viewed to be an issue in the Fylde, Wyre and Lancaster areas and were looking at additional potential bases for staff to help support recruitment in these areas. It was reported that this included working closely with neighbouring authorities.

Members were advised that work was ongoing with the Practice Improvement Model with partners around risks and thresholds and to ensure the use of common language.

It was reported that Ofsted would be returning in April with a focus on care leavers and Children Looked After (residential).

Members were assured that there had been very positive improvements in performance data, accuracy and use, and it was clarified that 90% accuracy was generally viewed as a good benchmark percentage.

Resolved: That the report and comments be noted.

7. Urgent Business

There were no items of urgent business.

8. Date of Next Meeting

The next meeting is due to be held on 27 June at 2pm, Cabinet Room B, County Hall, Preston.

I Young
Director of Governance, Finance
and Public Services

County Hall
Preston

Cabinet Committee on Performance Improvement

Meeting to be held on Tuesday, 27 June 2017

Report of the Head of Legal and Democratic Services

Electoral Division affected: (All Divisions);
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Risk and Opportunity Register Quarter 1

(Appendix 'A' refers)

Contact for further information:

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Paul Bond, Head of Legal and Democratic Services, 01772 534676

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Executive Summary

This report provides an updated (Quarter 1) Risk and Opportunity Register for the Committee to consider and comment upon.

Recommendation

The Committee is asked to note the updated Risk and Opportunity Register at Appendix A.

Background and Advice

Following the corporate approach to reporting on risk and opportunity the Quarter 1 Risk and Opportunity register was recently reported to Management Team.

Following this the register was presented to Audit & Governance Committee on 26th June 2017. 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:

- for this quarter there is one addition (CR28) to the register;
- 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
CR1	Failure to implement the county council's MTFS. Residual risk score remains unchanged.
CR2	Risk to the on-going financial viability of the county council. Residual risk score remains unchanged.
CR4	Delivering Organisational Transformation. Mitigating actions added but residual risk score remains unchanged.
CR5	Inability to adequately protect and safeguard children. Further mitigating actions added. Residual risk score remains unchanged.
CR6	Failure to comply with statutory requirements and duties relating to CLA, children in need and children leaving care. Further mitigating actions added.
CR7	Failure to recruit and retain experienced staff within Children's services. Residual risk remains unchanged
CR8	Reputational damage and risk of direct intervention by DFE. Residual risk remains unchanged.
CR12	Inability to implement/maintain systems that produce effective management information. Further mitigating actions added but residual score remains the same.
CR16	Management of the County Council's assets. Further mitigating actions added but residual score remains the same.
CR20	Transforming care (Winterbourne). Controls updated but residual score remains at 12.
CR21	Service user/customer risk associated with the inability to influence behaviour change in demand and expectations continue to rise. Controls and mitigating actions updated but residual score remains at 12.
CR24	Failure to achieve targets with National Troubled Families Unit. Remains unchanged..
CR25	Failure to implement and meet the statutory requirement to children and young people with special educational needs and/or disabilities remains unchanged.
CR26	Proposed museums closures. Further mitigating actions added but residual score remains the same.
CR27	The mobilisation of the home care framework and subsequent service transfer process. Mitigating actions are being put in place but the residual score remains the same.
CR28	Risk of not fulfilling our statutory duty in relation to Court of Appeal applications. Controls and mitigating actions have been put in place but the residual score means this is an addition to the register.
CO1	Developing a new model for public service delivery in Lancashire. Further updates added.
CO2	Delivering economic growth. Further maximising actions added.
CO3	Opportunities through delivering the corporate strategy and property strategy. No change – awaiting policy review by new administration.
CO4	Health & Social Care Integration. Narrative no change

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 & 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
NA		
Reason for inclusion in Part II, if appropriate		
NA		

Appendix A: Corporate Risk & Opportunity Register Q1 2017/18

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 councils 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, 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 Medium Term Financial Strategy 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"> Recommendations from Zero Based Budget Review agree by Full Council on 9th February 2017. Improve commercial and financial acumen. Continuously revalidate budget assumptions. PWC interim draft report 'Lancashire Public Service Delivery Model' presented to Political Governance Working Group and then full Council on 23rd February to allow time for reflection. Full Council resolved to refer the report back to PwC asking them for their final report so that it can be given meaningful consideration and proper consultations can take place with other interested parties. 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. An additional £2 billion to councils over the next 3 years to spend on adult social care services. £1 billion to be provided in 2017-18. Work being undertaken to identify lowest quartile offer as part of budget savings 	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"> Risk of the county council not being able to meet its statutory obligations by 2018/19 validated by PWC Zero Based Review activity (focus on lower quartile) 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) Development of response to the Treasury and 	25	MT	Level

						<p>DCLG of future needs assessment/allocation formula.</p> <ul style="list-style-type: none"> 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. An additional £2 billion to councils over the next 3 years to spend on adult social care services. £1 billion to be provided in 2017-18. 			
CR4	Delivering organisational transformation including capacity, capability 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. Failure to deliver sizeable saving programmes</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. Existing change/programme management support already committed and risk of slowing down this delivery if divert to other major change opportunities including LD. P2I programme has highlighted the need for extra capacity and skill to drive and direct large scale programmes and for the organisational need to build that skill and expertise and augment with external recruitment. 	16	<ul style="list-style-type: none"> Interim structures to reflect the base budget review options are being developed and implemented. Independent challenge See specific actions in relation to other risk entries i.e. Ofsted inspection Use of transformation reserves to fund temporary staffing Implementation of recruitment and retention strategies Defining new service models across the organisation Children's service transformation – pilot programme in Fylde & Wyre - ongoing Extensive information is made available through the councils website which is also used by the customer service centre as a core council information resource Promoting recognition and benefits of working at the council Capitalise on the support and expertise that is currently available via Newton Europe to start the identification and skill development of key personnel to a transformation type team and look to use apprenticeship levy to fund training and support 	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 (Multi-Agency Safeguarding Hub) to ensure appropriate multi-agency response where there are safeguarding concerns about a child. Serious incident reporting to ensure appropriate management oversight. Quarterly Safeguarding Report, including LSCB. Serious Case Review learning shared 	25	<ul style="list-style-type: none"> Peer Challenge. LGA Peer Review scheduled for October 2017 Implement and monitor actions of the improvement Board Regular monitoring from Ofsted Continued DCS support Additional capacity 0-25 Board introduced 	16	Director of Children's Services	Level

				<p>to improve safeguarding practice.</p> <ul style="list-style-type: none"> • Case file audits to promote learning. • Multi-agency inspections. Sector led Peer Review. Challenge undertaken. • Supervision with HOS. • Performance monitoring - action taken to address areas of underperformance. 					
CR6	<p>Failure to comply with statutory requirements and duties relating to children looked after, children in need and children leaving care.</p>	Legal/Political	<p>LA is legally and possibly financially liable, judicial review. Further OFSTED intervention.</p>	<ul style="list-style-type: none"> • Corporate legal oversight. • Quarterly Safeguarding Report. • Serious incident reporting to ensure appropriate management oversight. • Serious Case Review learning shared. • Peer Review and Challenge. • Stronger management oversight in Districts. • Advanced Practitioners in post. • Case file audits check compliance and quality of practice. • Multi-agency inspections. Sector led Peer Review. • Performance monitoring - action taken to address areas of underperformance. 	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 launched on 13 May 2016 has strengthened management grip and quality assurance of practice. • LGA Peer Review scheduled for October 2017. Back to basics SW practice training. Implementation of Risk Sensible Model • Locality Practice Improvement Meetings. • Developed Professional Permanent Adviser Teams. • Compliance reporting shows multi-agency Strategy Meetings are taking place in the majority of cases. Improved performance - management reports launched with first line managers. • Leaving care performance indicators show improvement. • IRO oversight of practice has been strengthened as highlighted in Ofsted Monitoring Visits. • 12 week Improvement Plan (May to July) This includes a focus on basic practice, demand management, workforce development, vulnerable groups and audit. • Residential strategy to be progressed within this timeframe. • Development of staff understanding of the role of the corporate parent, sessions to be delivered by senior managers and Advanced Practitioners. 	16	Director of Children's Services	Level
CR7	<p>Failure to recruit and retain experienced Social Work staff</p> <p>Failure to recruit and retain Independent Reviewing Officers.</p> <p>Failure to recruit and retain experienced BSO staff.</p>	Organisational	<p>Inability to deliver effective services. High caseloads. Lack of management oversight. Increased staff turnover. Increased agency spend.</p>	<ul style="list-style-type: none"> • Vacancy monitoring. • Children's Services Workforce Development Strategy and scorecard developed to improve recruitment & retention of staff. • Quarterly Safeguarding Report. 	25	<ul style="list-style-type: none"> • Additional funding envelope. • Enhanced recruitment including children's services recruitment evenings and use of social media. • Weekly monitoring of SW workforce position and social work caseloads. • External agency contract to look at CiN cases and work following MASH. • Newton Europe pathway review. • Increased focus on retention and conditions Appointment of 12 Advanced Practitioner posts to support staff retention with a particular focus on ASYE's. • Improving SW recruitment is now at the levels within the original funding envelope prior to the 	16	Director of Children's Services	Level

						<p>£5m and recruitment is continuing.</p> <ul style="list-style-type: none"> • Specific Recruitment and Retention Strategy for the North. • Challenges remain ongoing in Fylde and Wyre. Management Team agreement to pursue agency social work team to undertake statutory responsibilities in F&W in order to bridge the gap. • Permanent recruitment remains ongoing with county recruitment event taking place on the 24/05/2017. • Proposal for peripatetic social work team in development. • Additional temporary capacity has been agreed for MASH. All posts filled by end of May 2017. Timetable in place for Advanced Practitioners (who have been supporting the North) to return to their original Locality. 			
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"> • Implement actions of Post Improvement Inspection Board. • 12 Week Improvement Plan developed with a clear focus on the consistent delivery of good basic practice. • Peer Challenge. LGA Peer Review scheduled for October 2017. • External consultant audit exercise. 	16	Director of Children's Services	Level
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</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 (ongoing) • Joint working of Children's Services, Business Intelligence, System Control Team and Programme Office to establish an Accuracy Working Group (relating to Children's services). • Accuracy Working Group and performance management framework ensuring continued use of management reports within children's social care were established in November 2016. Roll out of a 'Project Accuracy' style approach to YOT, SEND, FARY now underway. • Continued monitoring of data within LCS. Programme of work rolled out to LAS. New system roadmaps developed to provide more control over system changes. Governance Boards established for Early Help Module, Education, Health and Care Plans module and the Education Management System. • 'Project Accuracy' for Adults Services focussing on 	12	MT /Head of Corporate Services /Head of Business Intelligence	Level

			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>procedures and data quality is being planned.</p> <ul style="list-style-type: none"> • 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. • 'Passport to Independence' reporting work stream incorporating exception reporting. • 'P2P' (Process to Pay) project focussing on procedures and data quality. 			
CR16	Management of the County Councils Assets	Organisational	<p>Failure to maintain council owned assets and buildings.</p> <p>Inability to deliver in the timescale required and impact on organisational ability to achieve savings</p> <p>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.</p>	<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 	16	<ul style="list-style-type: none"> • Asset Management Strategy and accommodation review and planned programme of conditions based work • Short-medium term facilities management strategy defined to deliver the spike in resource demand during the organisational transition period • Cabinet approval sets out the portfolio of buildings to be retained as Neighbourhood Centres. Ongoing work to develop design briefs for retained buildings requiring works and enable continuing community asset transfer of surplus buildings where appropriate. • 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 • The Library service now has a community library manager in post helping to support a number of different organisations to develop their own community library and manage the effective transition of an LCC building to a community library. • The previous deputy leader has agreed in principle to the establishment of seven independent community libraries and there are a further 7 organisations which the service is working with on developing an independent community library/book offer. • The risk and opportunity register will be reviewed 	12	Head of Asset Management/Head of facilities Management	<p>Level – In relation to assets the trend is downwards as the Premises Compliance Team improve strategic premises management activity</p> <p>Property strategy – risks are significant but currently managed</p>

				<p>to Management Team separately.</p> <ul style="list-style-type: none"> • Communications strategy for property strategy • A community asset transfer policy was approved by the Deputy Leader on the 15 July 2016. A report has been submitted to and agreed by cabinet on the 6 October 2016 outlining where business cases have been submitted by community organisations expressing an interest in running surplus County Council buildings. This process is ongoing and is being co-managed by the service with colleagues from commissioning, asset management and estates teams. The DCMS has written to the County Council to advise that it will be treating representations made about the library closures as a formal complaint. • A further letter has been received by the Department for Culture, Media and Sport (DCMS) on behalf of the secretary of state explaining that the minister is minded to order an enquiry into the changes to library service provision but that the opportunity will be provided for all interested parties to make further representations before a decision is made. Information must be sent in by the 9 June 2017. 		<p>and updated at the services extended leadership team meetings on a quarterly basis.</p> <ul style="list-style-type: none"> • A reply to the DCMS has been issued by the Director of Governance, Finance and Public Services and meetings have been held with the DCMS and Senior Officers of the County Council. The DCMS will report back in due course. 			<p>Following the change in the Council's political control on 5 May 2017, the new Administration have confirmed their commitment to re-open any libraries that have closed and will review proposed asset transfers</p>
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	<ul style="list-style-type: none"> • 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 	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 back ground support, rather than 	12	Director of Adult Services	<p>↑the direction of travel is increased as these are new service users entering the social care system from the NHS, the risk is constant from a financial perspective as the cost will be high and require providing for life. (although there are plans to mitigate costs through a dowry system and improved commissioning solutions and the decision taken by Management Team</p>

			<p>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.</p>	<p>monitored so appropriate development and procurement of suitable housing and care can be planned for.</p> <ul style="list-style-type: none"> Development of a pooled budget between health and social care currently being developed. Still an interim agreement in place that funding for discharges comes 100% from health until the development of the pooled budget. Management Team have taken a position that all discharges will be funded by CCGs not by the Local Authority for the immediate future. Management Team have also committed to the development of a Pooled Budget with the NHS. 		<p>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 peoples care and an interim framework has been put in place.</p> <ul style="list-style-type: none"> STP budget considerations The financial risk had been negotiated with the CCG and immediate pressures remain offset whilst negotiations around the pooled budget take place. 			re-funding discharges
CR21	Service user/Customer risk associated with the inability to influence demand whilst expectations continue to rise	Reputation al/social/economic/political	<p>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 reviews including occupational therapy, safeguarding and social care reviews.</p>	<ul style="list-style-type: none"> 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 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 priorities 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 Financial management board monitoring budget pressures 0-25 Board work ongoing Adults demand assumptions – independent scrutiny and challenge by LGA Partnership event focussing on risk and demand within children's services 	12	MT	↓ Downwards.

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"> Robust tracking processes in development with view to maximising payment by result claim opportunities. Improvement plan implementation to ensure that 'attached' cases meet national TFU principles with operational staff. Ongoing data matching to identify new eligible families Business case to recruit to staffing vacancies approved. 	20	<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 Exploration of systems that can be used to undertake the necessary analysis for Lancashire's response to the programme. Establishment of multi-agency "engine room" to drive multi-agency partnership working. Workforce development ongoing for CAF and LP working. Revised CAF documentation, Quality Assurance and processes to assist in meeting requirements. 	16	Head of Wellbeing, Prevention and Early Help	Upwards
CR25	Failure to implement and meet the statutory requirement to children and young people with special educational needs and/or disabilities.	Organisational	<p>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.</p>	<ul style="list-style-type: none"> Self-assessment completed against new framework N/W 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>Financial risk associated with not being able to close buildings because of the statutory responsibility to provide the service</p>	<ul style="list-style-type: none"> Regular contact is being maintained with colleagues in the commissioning team, asset management, equality and diversity, communications and business intelligence as and when required. Decisions on process continue to be cleared through legal services and cabinet member where appropriate. Expressions of interest have been invited for interested parties who can show that they have the resources and expertise to continue operating the museums and ensuring their collections continue to be made accessible to the public. English Heritage have indicated that they will not submit an offer following discussions aimed at the transfer of ownership of Helmshore and Queen Street Mills. There are, however, ongoing discussions with Historic England regarding these two 	16	<ul style="list-style-type: none"> Public consultation has taken place to help inform the service design and future strategy of the museum service. Equality Impact Assessments detailing mitigating actions have been undertaken. Information has been circulated to assist all staff with issues which may impact upon their health and wellbeing as a result of the proposals to close buildings. LMCR Head of service and senior service managers communicates changes to all staff on a weekly basis. The risk and opportunity register will be reviewed and updated at the services extended leadership team meetings on a quarterly basis. 	12	Head of Libraries, museums, culture & registrars	Level

				<ul style="list-style-type: none"> sites. Fleetwood Museum will reopened on Good Friday, 14 April 2017 and the county council will manage the museum until the formal transfer to Fleetwood Museum Trust as the new operator is completed, expected to be no later than the start of June 2017. Negotiations are continuing with regard to the future operation of The Judges Lodgings and Museum of Lancashire. 					
CR27	The mobilisation of the home care framework and subsequent service transfer process	Organisational/political/reputational/financial/legal	<p>Risk of legal challenge to the tender process</p> <p>Risk of significant increased costs to the Council</p> <p>Risk of challenges in the mobilisation and transition</p> <p>Capacity issues within teams to support the mobilisation and transition to the home care framework and ensuring that the Council's systems are able to support the requirements of the home care framework structure.</p> <p>Challenges relating to providers</p> <p>Potential disruption caused to service users.</p>	<ul style="list-style-type: none"> Staff and County Councillor briefing notes have been shared. Steering group established. Mobilisation workshop with services who will be required to support the project. Evaluation of the implications for services have been identified through a self-evaluation form completed by each service who will be impacted. Work has already been undertaken around systems. Council services who have been engaged have a good understanding of the implications and what needs to be done. 	16	<ul style="list-style-type: none"> Transforming Social Care in Lancashire Board to oversee the mobilisation of the home care framework and subsequent service transfer process and that the Home Care Mobilisation Steering Group should report to this Board for decision making. Project directly linked to the Passport to Independence Programme and involve Newton Europe in the development of the mobilisation plan. 	12	Director of Commissioning	
CR28	Risk of not fulfilling our duty in relation to Court of Protection (COP) applications		<p>The financial risk to the LA of failing to make a COP application and having to pay damages & costs depends on the type of breach. A substantive breach can attract a damage claim in the tens of thousands.</p> <p>It is estimated that 3150 people in Lancashire now need a COP Deprivation of Liberty application on an annual basis to meet the Cheshire West Acid Test. This does not take into</p>	<ul style="list-style-type: none"> Newton's have taken current activity on COP work into account, but not the potential 'backlog', so current resources (social work, legal and admin) are insufficient to meet the extra demands of COP work. One-off Government Grant to address the back log created by 'Cheshire West' is insufficient to deal with the pressure of additional work. A legal challenge lead by 3 LAs has failed 	16	<ul style="list-style-type: none"> To approve the implementation of the COP Prioritisation Tool Report to June Cabinet to establish interim policy position 	12	Director of Adult Services	

Opportunity Identification Number	Opportunity Description	Opportunity Type	Possible Benefits	Progress to date	Opportunity Score	Maximising Actions	Residual Opportunity Score	Opportunity Owner	Direction of Travel
			account service users waiting for a social care review, nor any increase in demand.						
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.	<ul style="list-style-type: none"> Shadow Combined Authority established and meeting monthly, having received endorsement from all participating authorities. Lead Members identified for work streams and regular update reports to the Shadow CA indicate good progress. Discussions around the establishment of a Public Services Board are well developed, to be finalised in Jan / Feb 2017, to enhance engagement with other public sector partners. Initial discussions on a possible devolution deal for Lancashire underway. Successful bid for One Public Estate funding, and Property Board being established. 	12	<ul style="list-style-type: none"> PWC presented an overview of their proposals for a new public service delivery model to the Combined Authority. At the meeting of the Shadow Combined Authority it was agreed by all local authority leaders present that it was unlikely that all of the constituent members would be able to secure approval to the proposals such that a draft Order could be laid before Parliament. It was therefore agreed that there remained significant benefit in continuing to meet on a pan-Lancashire basis and the constituent members would therefore continue to meet on a regular but informal basis Continue to engage with councillors within individual member authorities to ensure understanding and support for the proposals, identifying benefits already gained (eg OPE, better relationships, links to LEP and growth Deal outcomes). Leader's workshop and separate Chief Execs workshop took place in January 2017 to take stock and consider the necessary next steps. 	16	Chief Executive	↑ Upwards
C02	Delivering economic growth	Economic	Continued successful delivery of the LEP's 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.	<ul style="list-style-type: none"> Lancashire Enterprise Partnership 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. EDRF project 'Boost' has secured grant funding agreement until end of 2018 Recent Growth Deal settlement of circa £70m will provide resource for six key projects to advance over the next three years. We are now looking to the consultation on the Industrial Strategy 	16	Director of Economic Development	↑ Upwards

						Green Paper, including the NPIF, to identify how the resource which lies behind this programme might effectively be targeted within Lancashire.			
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	<ul style="list-style-type: none"> 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"> Policy review to be undertaken in the context of a new administration 	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	<p>Participation in the Healthier Lancashire programme building upon the "Alignment of the Plans" work undertaken</p> <p>Sustainability and Transformation Plan (STP).</p> <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, 27 June 2017

Report of the Chief Executive

Part I

Electoral Division affected:
All

Quarterly Corporate Performance Monitoring Report – Quarter 4 2016/17

(Appendices 'A' and 'B' refer)

Contact for further information:

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Executive Summary

This Corporate Performance Monitoring Report is derived from the in-depth monitoring reports and provides an overview of performance activity across the Council. Set out on the following pages is an overview of performance for quarter 4 2016/17 (January – March 2017)

An overview of the Quarter 4 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, the 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

CCPI is requested to comment on the reported performance for Quarter 4 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 each quarter of 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.

Along with 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 of these Quarter 4 (Q4) reports and the associated performance indicators within them has been used to provide this report.

Performance Summary

Start Well

Areas requiring improvement are:

- The proportion of newly qualified social workers remains high at 44.9% (the current target of approximately 25% newly qualified being 'good' is being reviewed in line with workforce projections).
- The proportion of cases audited rated as good or outstanding, has improved slightly from 13% to 15%, and a target has been set to reduce the number of audit ratings deemed as inadequate in 2017/18 (good being less than 10%).
- 85.8% of school age children looked after have a personal education plan (PEP), (up from 72% in December 2016) with 70.8% up to date. However this still requires improvement and all PEPs will need updating during the summer term to qualify as being as up to date.
- The number of child protection plans has reduced significantly (1394 compared to quarter 3, 1631), the rate (56.8 per 10,000 population) is still too high and further reductions are needed.
- The number of children looked after continues to increase and at the end of March was 1864.

Areas that are showing improved performance are:

- Performance in relation to timeliness of Strategy Discussions has improved during Quarter 4 and in comparison to the previous quarter, with 59% held within 24 hours in December (Inadequate threshold category) to 84% in March, (Good threshold category).
- The proportion of case work supervision completed in the last 3 months is now 90% and within the 'good' target threshold.
- The average caseload of experienced social workers is 24.3 and classed as 'good'
- The average caseload of Independent Reviewing Officers has increased slightly (75.3) but is still 'good'.
- It is taking less time for children to be matched with an adoptive family following court authority (193 days in Q4 compared to 397 in Q3).
- It is also taking less time for a child to move in with their adoptive family (445 days Q4 from 730 days Q3). However, it will take time for these improvements to impact upon the national '3-year average' local authority adoption scorecard published annually.

Also to note:

- Attainment of children looked after remained similar to comparator groups (2015/16 data). The proportion of looked after children reaching the expected standard in Reading, Writing and Maths (24.0%) at Key Stage 2 remained close to the national (25.0%), regional (26.0%) and the statistical neighbour (24.0%) performance. The average attainment 8 score of looked after children (22.0) at GCSE was also close to the national (22.8), regional (22.9) and the statistical neighbour (23.5) performance.
- Provisional data released by Ofsted for March 2017 shows there are still two primary but now four secondary schools in Lancashire judged as Inadequate.

Live Well

Community Services

- Highways set a target of repairing all actionable carriageway and footway defects within 20 working days. The full year position showed 97% of defects fixed within 20 days (74,784 fixed in 20 days of 76,767 reported) which compares to 94% last year (53,206 fixed of 56,598 reported). This highlights an increase in the % fixed in 20 day performance alongside a large increase in the number of defects being both reported and fixed.
- In Q4 Highways received 18,743 PEMs (Public Enquiry Management system) requests an increase of 47% on Q3. The service completed 11,808 PEMs within 20 working days (63%).
- Overall, Q4 performance for all street lighting faults (4.60 days - which is made up of 2.38 days for those excluding traffic management and 10.78 days for those including traffic management) is similar compared to Q3 2016/17 (4.65 days) and 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 49% with landfill of 51%. The rate achieved in 2015/16 was 71% diversion with 29% landfill.
- The number of Library E-Book loans (downloads) has gone up again from being 28,522 at Q4 of 2015/16 to 46,985 in Q4 of 2016/17 also an increase from Q3 2016/17 (40,516). The full year 2016/17 figure of 162,384 loans is significantly up on last year's figure (105,673) and above the target set for 2016/17 (146,595).
- The number of visits to Libraries is up in Q4 (by 44,783) compared to Q3 but substantially lower than Q4 last year (down by 186,022). Visitors for the full year 2016/17 are 673,206, down compared to last year (4,007,475 against 4,680,681).
- The number of visits to Museums has gone down significantly, from 70,861 visitors in Q1 16/17 to 40,675 in Q4 16/17 which is also a drop on the Q4

2015/16 numbers of 46,802. Some museums have been closed during recent quarters.

Public Health

Areas for improvement:

- The DTaP/IPV/Hib vaccine protects babies against five different diseases: diphtheria; tetanus; whooping cough; polio; and Hib. The proportion immunised has been decreasing in Lancashire since 2013/14 when 92.7% were immunised. Q3 2016/17 show that 87.4% were immunised – the national rate has remained at approx.93.5%. To address this in Lancashire NHS England (NHSE) are liaising with child health and local data quality teams to understand if there were any issues with data transfer, data input or if GP practices were not reporting immunisation activity.
- 3.4% of young people aged 16-17 were not in education, employment or training (NEET) in March 2017. A further 5.2% were 'unknown' in March, although this was an improvement on the previous quarter due to ongoing 'follow up' activity. The target is to have fewer than 3.1% of young people NEET and fewer than 5% unknown.

Areas performing well or showing improved performance:

- The number of successful completions of drug treatment for Opiate use latest figure reported of 10.16% (Year to end of February 17) continues the positive performance trend, which is greater than the England benchmark of 6.65%.
- Lancashire's proportion of successful completions of drug treatment for non-Opiate use latest figure of 56.94% (Year to end of February 17) is higher than the England Benchmark (36.87%) for the same period.
- The NHS health check programme has been running since 2013/14 and the number completed has been steadily increasing. Up to January 2017, 63.5% of the eligible population of 353,760 in Lancashire have been offered a health check with 136,588 health checks completed (60.8% of those offered one). This compares with national figures of 69.7% offered and 48.5% completed and North West figures of 67.1% and 52.5%.
- The latest (provisional) killed or seriously injured statistics (KSI) show a reduction in both KSI and slight casualties in 2016 compared to the 2 previous years. In 2016 there were 431 casualties for children (compared to 452 in 2015) and child KSIs reduced from 88 to 74.

Age Well

Areas for improvement or to monitor closely:

- Activity levels in Q4 are up significantly compared to Q3 in terms of new contacts (up 4% to 10,031) and referrals (up 8.2% to 9,421), including at hospital (up 8.8% to 5,105) which is partly due to seasonal variation. The long term trend shows an increase number of requests for social care

assessments, which is a concern in terms of demand management and pressures on systems and workforce capacity.

- Waits for occupational therapy (OT) assessments are still often excessive and are not always easy to track. It is a priority to establish more capacity and a more robustly managed OT workforce to address these concerns.
- Employment of adults with learning disabilities has shown some improvement in Q4 compared to last quarter (2% against 1.3%) but in the context of the other competing pressures on frontline staff this is proving difficult to move forward significantly.
- The increased rate of admissions of people over 65 years into care homes (now 756 per 100,000 population) is an area of major concern; although the Passport to Independence programme is specifically targeting residential admissions from hospitals which should effect a turnaround going forward.
- Another major concern is the rising trend in delayed transfers of care (those attributed to social care have risen from 4.5 to 5.8 per 100,000 population during Q4). There is a mix of causes and data recording practices is a part of it; in particular, the number of delayed discharges attributable to social care in Lancashire Teaching Hospitals NHS Foundation Trust has been historically under-reported, and there has been a particularly steep rise in delays reported in Q4 in Central Lancashire as the recording practice has changed. This is another area of significant financial and strategic impact and we are working with partners, through the Passport to Independence programme to achieve an effective turnaround of performance.

Areas performing well or showing improved performance:

- 25% of people receiving social care support in the community are now purchasing that support using direct payments, this is slightly lower than the national average, but is improving steadily.
- Reablement performance continues to improve, driven by the Passport to Independence Programme. 979 older people received reablement services after discharge from hospital in Q4; and latest figures show that 83.4% were at home 91 days after discharge.
- Review activity rose in Q4 by 21.7% as 7163 reviews were completed in the quarter (compared to 5885 in the previous quarter). From September 2014 to December 2016 the average number of reviews completed each month was 1936; however for Q4 2016/17 this rose to 2387 per month, primarily as a result of activity relating to promoting independence.
- Support to carers has increased via significantly more assessments and the award of more direct payments, rising quarter on quarter with a 14.9% increase in the number of carers receiving a direct payment at the end of March 2017, compared to the end of December 2016 (4070 to 4676).

Highlight Reports

Development and Corporate Services

(Including Core Systems Transformation, Facilities Management, Human Resources, Economic Development, City Deal Programme, Design & Construction, Estates, Planning & Environment, Programme Office, and Skills, Learning & Development)

During Quarter 4:

- 8 Rosebud loans totalling £1.61m and 6 Micro Rosebud loans totalling £202,000 had been invested, against a target of £1.6m for 2016/17.
- 24 businesses were supported by Access to Finance (380 businesses supported in 2016/17).
- The Estates team had achieved £9.6m of capital receipts and the rental income on the commercial property portfolio was £3.49m against annual targets of £5.0m and £3.46m respectively.
- 10 County Matter minerals and waste (i.e. major) applications were determined, of which 5 (50%) received a decision within the 13 week decision period. Of the remainder, 4 applications were determined within an agreed time extension.
- The Employment and Support Team are currently supporting 110 Children Looked After/Leaving care young people (in various ways appropriate to the individual circumstances). For example some are engaging in initial taster days with employees whilst 68 have started a placement and 26 have progressed to paid employment during 2016/17
- 130 newly qualified social workers are currently undertaking their Assisted and Supported Year of Employment (ASYE) and are being supported across both Adult and Children's Services, with a further 100 social work students also on placement.

Commissioning, Governance, Finance & Public services

(Including Asset Management, Business Intelligence, Commissioning, Procurement, Exchequer Services, and Legal & Democratic Services)

This Highlight report predominately focuses on key project updates including:

- The Department for Transport (DfT) Self-Assessment was submitted on 3 February with LCC at band 3 (the highest rating) allowing the authority to claim its full share of the maintenance funding. This has now been confirmed and the Incentive Fund of £1.97m has been awarded to the Authority.
- A new Access to Resources Team (ART) has been established within Policy Information and Commissioning which brings together commissioning, contracts and procurement resource to more effectively source children looked after (CLA). Since being established on 20 February 2017, the team

has undertaken an average of 52 placement searches per week. The new processes of searching for in-house and agency placements at the same time has significantly reduced the number of emergency agency placements required (from 55% to 34% - up to 31 March 2017), therefore increasing the likelihood of securing suitable placements

Performance information and data for Exchequer Services, who have created a range of performance indicators that indicate the volumes and values of transactional data within its various service areas, shows:

- Care debt over 6 months ran at a stable level for quarter 4 - just above £11.9m. This is an increase of £500k over the previous quarter reflecting, in part, some temporary staffing capacity issues.
- Corporate debt levels are less of an issue than care debt, however temporary staffing capacity issues also existed here in quarter 4 and contributed to the increase of £600k over the previous quarter. NHS joint funded packages also continue to be an important facet of this debt equation with resource being dedicated to billing smarter to avoid unnecessary debt build up.
- LCC payments performance remains stable quarter on quarter.

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
Report to the Cabinet Committee on Performance Improvement – Quarterly Corporate Performance -Quarter 1 2016/17 Report	5 December 2016	Michael Walder, Business Intelligence Team, 01772 533637

Report to the Cabinet
Committee on
Performance
Improvement –
Quarterly
Corporate Performance
-Quarter 2 2016/17
Report

25 October 2016

Michael Walder,
Business Intelligence
Team, 01772 533637

Report to the Cabinet
Committee on
Performance
Improvement –
Quarterly
Corporate Performance
-Quarter 3 2016/17
Report

7 March 2017

Michael Walder,
Business Intelligence
Team, 01772 533637

APPENDIX A

Financial Summary

The table below shows net expenditure compared to budget for 2016/17 across the County Council's services:

Ref	Service Area	Approved Budget £m	Current Period Forecast Outturn £m	Current Period Forecast Variance £m	Current Period Forecast Variance %
3.1	ADULT SERVICES	317.674	322.015	4.341	1%
3.2	CHILDREN'S SERVICES	119.421	132.428	13.007	11%
3.3	COMMUNITY SERVICES	134.239	136.389	2.150	2%
3.4	PUBLIC HEALTH & WELLBEING	28.860	24.661	-4.200	-15%
3.5	DEVELOPMENT AND CORPORATE SERVICES	35.574	34.690	-0.885	-2%
3.6	COMMISSIONING	46.649	42.470	-4.179	-9%
3.7	CHIEF EXECUTIVE	30.603	0.826	-29.777	-97%
	TOTAL	713.020	693.479	-19.542	-3%

The outturn position for the County Council has improved since the report to Cabinet in January with an under spend of £19.542m being reported at 31 March 2017.

It is important to recognise that the forecast variance includes the impact of additional income arising from Treasury Management activities, with a surplus of c. £23m achieved in this area. This, in great part, reflects opportunities in response to external events post Brexit and is an extremely positive position, however without these gains the County Council would be forecasting an overspend of £3.883m across service budgets. Therefore, it is critical to note that there remains an underlying pressure within the forecast from service budgets. It is not anticipated that Treasury Management will provide a significant surplus in future years as there will be a reduced portfolio and a more volatile economic environment affecting the likelihood of significant gains and more so leading to a risk of losses.

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 on 7th March 2017:

Permanent Director of Children's Services Appointment – Amanda Hatton has now been in post since February 2017 and Linda Clegg continued in her role in Lancashire to the end of March to ensure a seamless transition of responsibilities. Linda is now working one day week in Lancashire to provide additional leadership capacity.

12 Week Improvement Plan - this is an approach to focus on short term priorities delivered at pace. The third 12 week plan was agreed by the Improvement Board in February and was focussed on Child in Need; MASH/CART redesign; Practice Improvement Model; Workforce and Early Help and how now been delivered. A new set of short term priorities have now been agreed and these have been informed by the outcome of the last Ofsted monitoring inspection and in particular some of challenges identified in how we support children who are Looked After.

Inspection and review – the third Ofsted Monitoring Inspection took place on the 12 and 13 April and the focus for this visit was Children Looked After, care leavers and children in residential settings. Ordinarily, the outcome for this inspection would be published in mid-May although this is now a little unclear given the announcement of national elections and the accompanying period of purdah. The DfE six month review also took place on the 25 and 27 April and Tony Crane, with civil servants from the DfE, facilitated a number of staff and partners focus groups, interviewed senior officers and reviewed case files. A formal report will be produced from this review, but again, it is not clear when this will be released because of Purdah.

Participation and recognition – there is a strong focus on young people actively participating in the decisions, support and services that affect them. Recently this work has been recognised at a number of regional and national award ceremonies:

1. **PROUD Awards** – this annual celebration/recognition event was held on 3 March 2017 for Children Looked After and Care Leavers who received awards for their achievements from the Chief Executive, elected members and senior leaders.
2. **LINX (Children in Our Care Council)** – have recently inspected Grange Avenue and Eden Bridge and also the central fostering team. Through LINX the young inspectors have also been involved in CSE week, inspected a real CSE case and reported back to the police their findings.
3. **Participation awards** – children and young people supported by the county council have won three of the four awards on offer at the national British Youth Council Awards. The Inspiring Project Award – won jointly by the Fostering and Adoption team and the Children with Disabilities Council; the Make a Difference Award - won by Will Rainford and the Youth-led Award – won by LINX, the Children in Care Council.
4. **Diana Award** - 20 members of LINX and POWAR were awarded a prestigious Diana award for their work in the community with Young Inspectors. The group was recognised for their commitment to making a change for the better in organisations that provide a service to children and young people in care and/or with SEND.

Workforce Strategy – at the April 2017 Improvement Board a two year workforce strategy was agreed. Within this, a number of developments will be progressed including the establishment of a social work academy, a health and wellbeing strategy, improved support and training for managers and clear career pathways. The areas of Fylde, Wyre and Lancaster will provide a specific focus for this work given the particular recruitment and retention difficulties in the north of the county. A comprehensive performance dashboard is being established and targets set that will be monitored through the Operational Improvement Group.

Aide Memoires– the Operational Improvement Group produced a guide to some of the core tasks that social workers undertake. The purpose of the guide was to describe these tasks in a simple and straight forward way but also to articulate why these tasks are undertaken. The original intention was that the aide memoires would be a useful reference tool for newly qualified social workers but they have also proved useful for partners to understand social work practice and have been shared through the LSCB and incorporated into the schools safeguarding training programme. Use this link to access a copy of the [Aide Memoires](#)

Child Sexual Exploitation – the support provided to children at risk of sexual exploitation has been reviewed and through this some areas for improvement were identified. As a result a new approach has been implemented for working with these vulnerable children that is based on national research, inspection findings and effective practice in other local authorities. A multi-agency action plan has been agreed through the LSCB to drive forward improvements and the county council has invested an additional 19 new posts to support this plan.

Caseloads - all parts of the social care workforce have shown reducing caseloads over the last few months. The average caseloads across Lancashire are now within the agreed thresholds that have been set by the Improvement Board as 'good' or 'outstanding'. Although it is worth noting that there is some variability within these

average numbers and some teams in some parts of the county still have caseloads that are higher than we would like.

Front door – an additional seven qualified social workers began working in CART in January 2017 to focus on 0 – 10 day statutory assessments. Further to this, a temporary resource of three qualified social workers and one business support officer has recently been agreed to address some issues at the front door regarding some cases experiencing delay and some cases not being appropriately signposted. Data has shown a marked improvement in how quickly assessments are being turned around and that this is leading to more timely interventions for vulnerable children.

Communication and engagement – a third round of staff briefings has just taken place and this provided the opportunity for over 300 members of staff to meet with Amanda Hatton and for her to set out her priorities for children's services moving forward. Amanda is also looking to develop a range of ways of ensuring an ongoing dialogue between staff and herself and as part of this has just started a weekly blog. This blog will describe what Amanda has been doing, who she has been meeting and share information and key messages. The blog will go out to all staff in children's services on a weekly basis.

Audit Framework – work continues to embed across children's social care the audit tools that were developed in June 2016 and a particular focus has been on 'closing the loop' through weekly reporting via an audit tracker. The audit framework has now also been rolled out across the SEND service with a revised tool developed, staff trained and a first cycle of full audits took place across the service in March 2017. An implementation schedule has also been agreed to roll the framework out across fostering and adoption services and the first set of audits in this service area will take place in June 2017.

Improvement Performance subgroup – this multi-agency sub group of the Improvement Board continues to meet on a monthly basis to analyse and scrutinise key performance data. The group has recently agreed the following set of themes for future focus and the Improvement Board dashboard has been refreshed and re-framed around these new themes. These themes include: Early Action/Early Help; Front Door – MASH/CART; Practice thresholds; Sufficiency/Adoption / Permanence; and Workforce.

Practice Improvement Model (PIM) – the PIM is an opportunity to 'test out' new processes, systems and ways of working to improve outcomes for children and families in Fylde and Wyre. There are five areas in the PIM Project Plan: Improving and embedding quality practice; Management and staffing; Keeping services local; Working in partnership, and Improving systems and processes. A full evaluation of the PIM is now underway, identifying the learning and impact from the development of new ways of working. Following this evaluation, a clear plan will then be developed that describes how the key developments and learning from the PIM can be embedded across the rest of the county. It is expected that this roll-out begins in early June.