Lancashire County Council

Cabinet Committee on Performance Improvement

Wednesday, 18th April, 2018 at 2.00 pm in Cabinet Room 'D' - The Henry Bolingbroke 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 27th February 2018**	(Pages 1 - 8)
4.	**BT Lancashire Services Governance and Performance Monitoring**	(Pages 9 - 32)
5.	**Transforming Care Programme for People with Learning Disabilities & Autism**	(Pages 33 - 38)
6.	**Adult Services – Prioritising and Managing Assessment Activity**	(Pages 39 - 52)
7.	**Withdrawal from the European Union: Implications for Lancashire County Council**	(Pages 53 - 62)
8.	**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.	
9.	**Date of Next Meeting**	

Lancashire
County
Council

The next meeting of the Cabinet Committee on Performance Improvement will be held on Wednesday 27th June 2018 at 2.00pm in Committee Room B – The Diamond Jubilee Room.

L Sales
Director of Corporate Services

County Hall
Preston

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Tuesday, 27th February, 2018 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Present:

County Councillors

A Atkinson   K Iddon
D O'Toole   P Buckley
C Crompton

1.   Apologies for Absence

Apologies for absence were received from County Councillor Driver, County Councillor Green and County Councillor Charles.

County Councillor Atkinson took the Chair in the absence of County Councillor Driver.

2.   Disclosure of Pecuniary and Non-Pecuniary Interests

No pecuniary or non-pecuniary interests were disclosed.

3.   Minutes of the Meeting held on 6th December 2017

Resolved: That the minutes of the meeting held on the 6th December 2017 be confirmed and signed by the Chair.

Matters Arising

The Cabinet Committee noted that a report on Academy Orders would be presented to the June meeting.

Information in relation to Young Carers had been circulated to Committee Members.

4.   Summary of Standards at KS4 across Lancashire

Stephen Belbin, Head of Schools Improvement, presented a report on the summary of standards at KS4 across Lancashire.

It was reported that pupil attainment comprised of two key measures combined: attainment and progress. The Committee noted that the A*-G grades for English

and Mathematics had been replaced by the new grades 1 (low) to 9 (high) with grade 4 (standard pass) being equivalent to a grade C and grade 7 being equivalent to grade A. In a move to raise standards, the new Grade 5 had been named as a 'strong pass', with no equivalent in the A*-G system.

Information was provided to Committee Members on the following:

- Percentages of pupils achieving English and Mathematics grades of 4 and above, and grade 5 and above (the Basics Measure);
- Average Attainment 8 score per pupil (calculating a pupil's total grades across eight subjects);
- Proportion of pupils achieving a specific grade in all five of the English Baccalaureate subject areas (English, Mathematics, Science, Humanities, Languages), published at the following two levels for 2017:
    - Proportion achieving A*-C in Science, Humanities and Languages, with a standard pass in English and Mathematics (Grade 4+);
    - Proportion achieving a strong pass in English and Mathematics (Grade 5+) and A*-C in the other subjects.
- Progress 8 – the progress pupils made from KS2 to KS4 measured across 8 subjects as outlined above.

It was reported that, as the English Baccalaureate, Attainment 8 and Progress 8 measures all required a specific combination of subjects, the results in these subjects would vary, depending upon the specific curriculum offered by individual schools.

A query was raised on how problems were identified in schools in particular boroughs within the Districts. Stephen Belbin reported that local data was provided to officers which would highlight areas of concern in individual schools.

The Committee noted that the areas of focus were Burnley, Pendle and Hyndburn. However, it was noted that rates of improvement in these 3 districts were greater than the rate across Lancashire, and that these rates of improvement were mirrored at KS2. Stephen Belbin informed the Committee that County Councillor Driver had requested that a Recovery Plan be presented to the June CCPI meeting on this.

Resolved: That the Cabinet Committee note the report.

5.   Corporate Risk and Opportunity Register - Quarter 4

A report was presented by Paul Bond, Head of Legal and Democratic Services, providing an updated (Quarter 4) Corporate Risk and Opportunity Register for the Cabinet Committee to consider and comment upon.

The Cabinet Committee noted the following highlights for this quarter:

- No new entries to the Register;

- Three new opportunities: Income Optimisation, completion of County Hall Old building refurbishment including development of The Exchange conferencing facility, and development and implementation of improved recruitment and retention practices;
- Allowing for mitigating actions, the residual risk score for the entries as detailed in the report, remained at 12 or above and therefore these issues remained on the Register.

Updated text had been received for CR16 since the agenda had originally been published and copies were handed out to Committee Members.

In response to a query from County Councillor Crompton, David Graham, SEND Senior Manager, confirmed that the predominant use of agency staff in Children's Services was to cover long term absence, or to fill the gaps until appointments to certain posts were made. The Committee noted that there was a challenge to recruit Social Workers nationally although, on a positive note, there had been a reduction in the percentage of the workforce being newly qualified staff and there was now a rolling recruitment strategy. In addition, caseloads were now more manageable for Social Workers and we were recruiting good staff.

In relation to CR20, CC Crompton expressed concern about the new packages of care for ASC and asked how much this was going to cost. CC Crompton was also concerned about housing and how we worked with registered landlords.

In relation to CR21, CC Crompton expressed concern about OT assessment waiting times, safeguarding and social care reviews. The Committee noted that there was a move throughout ASC and CYP to move from acute care to care in the community.

Paul Bond agreed to take these queries away and arrange for the relevant officer to provide a response.

Resolved: That the Cabinet Committee note the updated Corporate Risk and Opportunity Register.

6. Quarterly Corporate Performance Monitoring Report (Quarter 3) 2017/18

A report was presented by Donna Talbot, Head of Service, Business Intelligence, providing an overview of performance activity across the Council covering September to December 2017 (Quarter 3). The Committee noted that there was a new format for this report.

Start Well

It was reported that there had been an improvement since the last quarter in the amount of contacts which had led to a referral. There was a low conversion rate from referrals received from the Police; the Director of Children's Services was meeting with the Assistant Chief Constable to discuss this.

The percentage of completed assessments which took over 45 days was still at an unacceptable level, although Amanda Hatton confirmed that management action was being taken on this.

It was reported that the number of Children Looked After and Children in Need (CIN) needed monitoring. The number of CLA had continued to increase and, in November, had been the highest figure ever recorded for the Authority, although the figure was significantly lower than the regional rate. The Committee noted that the highest proportion of CIN plans were for children with special educational needs and disabilities (SEND). The number of newly qualified social workers (ASYEs) had reduced which meant that retention was improving. In addition, the Social Work Academy had had a positive impact.

There had been an improvement on the previous quarter on the average time taken between a child entering care and moving in with their adoptive family. It was also reported that there had been fewer first time entrants into the youth justice system. However, published data from the Ministry of Justice suggested that the proportion of Lancashire youth re-offending was still higher than the national and regional rates. These figures were monitored by the Youth Justice Board.

Live Well

The Committee noted that the reduction in recycling, re-use and composting was due to increased residual waste at both kerbside and HWRCs, together with reductions in the amount of green waste collected at kerbside, following the introduction, in some districts, of collection charges.

It was reported that there had been a decrease in the volume of loans from libraries, which was a national trend. However, it was noted that some library users rarely borrowed books or did not borrow in high numbers but regarded their library as enabling them to use a community space, have digital access, feel less isolated and have access to information and community activity. It was noted that the figures in the report included those for mobile libraries. County Councillor Buckley had requested District information figures, and also by individual library, which Michael Walder confirmed had been sent.

In relation to the DTaP/IPV/Hib vaccine for babies, the Pennine Lancashire Immunisation Uptake Group had been created to address the decline in uptake figures. The Committee noted that the figure was still lower than satisfactory, but that there were several improvement projects underway.

Steady improvements had been made to the number of NHS health checks completed since the beginning of the programme, with current uptake being 59.2% which was good compared to the national figure.

It was reported that Lancashire had been 'spot checked' by the DCLG to ensure that the claims made under the terms of the Troubled Families programme had

been valid and robust. The Committee noted that very positive feedback had been received regarding the programme delivery in Lancashire, and that the team had been impressed with the progress made.

It was reported that there was an action plan to increase the payments by results claims before the end of the financial year, with the aim of a total of 1,838 families achieving significant and sustained progress, compared to the current total of 1,179 payments.

It was reported that there was lots of work going on in relation to road safety, identifying trends and emerging problems in all casualty types across Lancashire. In addition, there were a number of initiatives targeted at children.

More information had been requested at the last meeting in relation to Healthy Lifestyles, and this was provided to Committee Members. Across Lancashire, the Targeted Physical Activity programme was generally meeting completion targets, although those targets in the Community Weight Management programme were slightly underperforming. The Committee noted that this was part of a much wider and complex behaviour change issue.

Age Well

It was reported that the percentage of adults receiving direct payments was below the national average but was improving steadily through targeted reviews. There had been an improvement in the number of residential admissions which was in line with the Passport to Independence work. However, the Committee noted that there was still a way to go and that Lancashire's figures were higher than the national average.

The number of reablement referrals had increased by 4.2% with the number of completed reablement support plans increasing by 26.6%. In addition, the monthly total for delayed transfers of care had decreased by 644 days (-14.2%) compared with an overall decrease of 3.8% for comparator authorities, and a decrease of 6.3% for all authorities.

Although it was appreciated that occupational therapy assessment waiting times were still often excessive and not always easy to track, the timeliness of assessments had continued to improve.

Of the 17 community care services operated by the County Council, an inspection found that 3 had achieved an overall rating of an outstanding service, 13 achieved an overall rating of good and only 1 was rated as requiring improvement.

Ofsted Monitoring Visit

It was reported that the last Ofsted monitoring visit which had taken place on the 30th and 31st October 2017 had focussed on the quality of help and support given

to children in need. The link to the findings were provided to Committee Members via a link in the agenda papers.

The next visit was taking place on the 27th and 28th February 2018 and was focussing on the Multi-Agency Safeguarding Hub (MASH) and the interface with early help services.

SEND Inspection

The Committee were informed that commissioning across Lancashire was not consistent and that there was a need for all 12 districts to work closely with the Clinical Commissioning Groups (CCGs). The local authority and the area's CCGs were expected to submit a joint written statement of action to the Department for Education (DfE) by the 23rd April. Although a number of weaknesses had been highlighted by the inspection, the Committee noted that Lancashire was above the national expectation in some areas.

David Graham, SEND Senior Manager, reported that work had already begun on addressing the issues raised by the inspectors, and that we had identified and started to implement a number of actions in response to Ofsted's findings including:

- Setting up a SEND partnership board that includes representatives from parents and young people;
- Changes to the Local Offer;
- Advertising Designated Clinical Officer posts;
- Sending questionnaires to all families with children with an Education, Health and Care Plan, in order to elicit their views and experience in greater detail;
- Arranging to meet school leaders to deliver ways to reduce exclusions as a matter of urgency.

David reported that there was a High Needs block overspend of £6m and that we needed to try to resolve this through broader commissioning arrangements. We also needed to look at how we commissioned services within limited resources and needed to sustain a partnership with Health, agree a standard and maintain it.

The development and delivery of an improvement plan would be closely monitored by the DfE and Lancashire's Improvement and Accountability Board.

New Inspection Framework

The Committee were provided with details in relation to the new inspection framework for the inspection of local authority children's services implemented by Ofsted in January 2018. The new approach aimed to support improvement whilst still holding the local authority to account in meeting their legal responsibilities to children in need of help, protection and care. Where concerns arose about a

local authority, the regional director would decide whether to undertake an inspection or a focussed visit. Progress in between inspections would be reviewed through the local authority's self-evaluation and annual engagement meeting.

Ofsted had confirmed that Lancashire's re-inspection, due to take place late Spring/early Summer would be completed under the previous Single Inspection Framework used to inspect Children's Services in 2015.

Ofsted Annual Conversation

The Committee noted that an update had been provided to Ofsted in respect of the measures being taken to improve social work practice and the findings of recent external reviews including the LGA Peer Review, Six Month DfE Review, and recent Ofsted Monitoring Visits.

Resolved: That the reported performance for Quarter 3 and the Ofsted post inspection update information and comments be noted.

7.   Urgent Business

There were no items of Urgent Business.

8.   Dates of Future Meetings

Members were asked to note the following schedule of meetings for 2018/19, following the timetable of meetings being agreed at Full Council on 26th October 2017:

Wednesday 18th April 2018 at 2.00pm, Committee Room D

Wednesday 27th June 2018 at 2.00pm, Committee Room B

Thursday 4th October 2018 at 2.00pm, Committee Room B

Wednesday 5th December 2018 at 2.00pm, Committee Room B

Thursday 21st February 2019 at 2.00pm, Committee Room B

Thursday 18th April 2019 at 2.00pm, Committee Room B

L Sales
Director of Corporate Services

County Hall
Preston

Cabinet Committee on Performance Improvement
Meeting to be held on Wednesday, 18 April 2018

Electoral Division affected:
All

BT Lancashire Services Governance and Performance Monitoring
(Appendices 'A' and 'B' refer)

Contact for further information:
Gabby Nelson, (01772) 536087, Head of Core Business Systems
gabby.nelson@lancashire.gov.uk

Executive Summary

This report provides an update on the Service Governance and Performance Monitoring of the County Council's strategic partnership with BT Lancashire Services. The report covers April 2017 to February 2018.

Further information providing a more comprehensive measurement of service delivery is provided at Appendix 'A'. A letter from NHS England is attached at Appendix 'B'.

Recommendation

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

Background and Advice

This report sets out the performance of the County Council's strategic partner, BT Lancashire Services, against agreed performance indicators for April 2017 to February 2018. In addition to this, the report sets out the wider approach adopted to ensure the Information and Communications Technology and Payroll and Recruitment Services support the organisation and contributes 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 Lancashire County Council and BT

Lancashire
County
Council

Lancashire Services 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.

Information and Communications Technology Services

The scope of the Information and Communications Technology Service is set out within Schedule 19 of the amended Service Provision Agreement between the County Council and BT Lancashire Services 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 Information and Communications Technology projects and Service Improvement Plans.

Achievement of Key Performance Measures

The key performance indicators against which BT Lancashire Services are monitored are set out at Appendix 'A'.

Payroll and Recruitment Services

All contractual and non-contractual performance targets were met between April 2017 and February 2018.

The Payroll and Recruitment team provides a range of services for circa 40,000 employees working within Lancashire County Council, Lancashire Constabulary, Lancashire Police and Crime Commissioner, South Ribble Borough Council, West Lancashire Borough Council and in excess of 560 Schools and Academies.

Performance

The Service Level Agreement 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
- % Disclosure and Barring Service 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 service level agreement targets, throughout the entire contract period:

Service Level Agreement Target	2014/15	2015/16	2016/17	Year to date 2017/18
Annual Error Rate ***Service Level Agreement Target <0.4%***	0.3%	0.1%	0.1%	0.1%
% of Changes processed by the published payroll deadline ***Service Level Agreement Target 99%***	100%	100%	100%	100%
% Disclosure and Barring Service checks processed within two working days of receiving necessary information ***Service Level Agreement Target 75%***	95%	100%	98%	100%

The service processes in excess of 480,000 salary payments per annum, and in excess of 13,000 Disclosure and Barring Checks. Error rates continue to be maintained well below the Service Level Agreement targets and are currently only at 0.1% of 43,000 payments per month.

In addition to the contractual targets the service measures performance against a range of key performance indicators and performance is also consistently above local targets, for example;-

- Over 16,000 contract letters issued in 2017, on average within 5 days from Oracle system change, 5 days ahead of key performance indicators.

- 85% of Disclosure and Barring Service forms in 2017 were processed within 24hrs, 1 day ahead of key performance indicators, 99.7% of the forms processed within 48 hours, well ahead of 75% key performance indicators..

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 delivered during this period include:-

- *Service Restructure*: A new service structure was implemented in February 2018 which provides: a more integrated and flexible structure bolstering processing capability balanced with simplified management arrangements, improved ability to target resource in line with demand and better opportunity to exploit the synergies of both functions with increased opportunity for development. This has also enabled a recurring saving of £174k per annum to be passed back to the council with effect from 2018/19.

- *Disclosure Barring Service*: Activity has been undertaken throughout the year to progress the implementation of an automated solution to process circa 13,000 forms per annum. This has included the scoping of a statement of requirements document and attendance at supplier demonstrations, which has led to a preferred solution being identified. The online solution once implemented will reduce application processing time by 50%, negate errors and improve security. Key stakeholders have been involved in the process and feedback to date has been extremely positive. The implementation of the new system is anticipated to be in July 2018.

- *Recruitment Services:* In order to assist the council in identifying priority areas of recruitment activity for development, detailed staff surveys were developed and issued, an evaluation of responses produced, ongoing development plans aligned to areas of challenge and new plans devised to address any gaps. The service will now work to deliver a significant element of these developments which include: completing the systems options appraisal to review whether to change or develop the recruitment system, reviewing and improving the sourcing of jobs and undertaking a significant end to end business process review on the 'joiner' process, to recommend action to optimise sizeable benefits across many service areas of the council.

- *Apprenticeship Levy:* The introduction of the legislation for the Apprenticeship Levy from April 2017 represented a significant piece of work which affected the service, County Council and schools. Following close engagement with key stakeholders and clients and extensive testing, eight new payrolls were successfully created to ensure the legislation was fully met and the full impact effectively communicated.

- *Improved Management Information & Reduction of Overpayments*: New and improved management information was introduced during the year which enables more robust and detailed monitoring of service activity specifically around overpayments and payments on account. This enabled the service to identify service areas with high rates and target proactive education and awareness at Head of Service and Service Senior Management Team level. As a result of this activity both the volumes and values of overpayments across the council are forecast to reduce by circa 30% from 2016/17 to 2017/18.

- *Teachers Pensions Monthly Data Collection:* : A significant amount of work has been undertaken with regards to introducing statutory requirements surrounding the collection and reporting of monthly data collection. This change will remove the requirement for the Annual Return of Service for members of the Teachers Pensions Scheme and completion of pension's starter and leaver's forms. A significant task which due to the success of early preparatory work and extensive testing resulted in Teachers Pensions requesting the council to implement an early 'go live'.

- *Lancashire County Council Transformation*: Continued provision of support for Lancashire County Council Transformation, working closely with Corporate Human Resources to deliver organisation restructure within agreed timetables.

Customer Feedback

Feedback received by the Recruitment Service completed following the provision of support relating to the two year period January 2016 – January 2018, shows circa 86% of Lancashire County Council staff felt the service provided to them by the service Exceeded Expectations / Good, 13% Satisfactory and less than 1% Not Satisfactory.

Quality

In May 2017 the service gained accreditation in the Chartered Institute of Payroll Professionals (the international payroll professional body), Payroll Quality Partnership and Payroll Assurance Scheme. Gaining the highly acclaimed accreditations provides evidence that the Chartered Institute of Payroll Professionals recognises BT Lancashire Services of having the payroll and associated processes that are fit for purpose to comply with statutory legislation and the development of their payroll people. It provides our clients with the peace of mind that the service will meet their requirements fully, as this recognises that we have the knowledge, expertise, staff training, processes and procedures in place to ensure that we deliver a first class service.

The accreditations represent the industry standard for delivery of high quality payroll services and ensure that BT Lancashire Services remains in line with other major internationally recognised payroll providers.

The service also received Full Assurance from Lancashire County Council Internal Audit following the last detailed payroll processing audit, which is an exceptional achievement.

Information and Communications Technology Services

Performance

All contractual performance targets are currently being met. Whilst the contractual targets must be measured and monitored, it is equally important that the Information and Communications Technology 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:

Information Technology Security and Cyber-attack readiness

Cyber-attacks, such as the global cybercrime ransomware attack on Friday 12 May 2017, which had a serious impact on the National Health Service, have highlighted the significant impact viruses can have on an organisation and the importance of investment (on a recurring basis) in the latest technology, systems, standards, processes and people skills to minimise and mitigate against the risk of such attacks.

Lancashire County Council was not impacted by that attack, largely due to the significant investments in Security Systems and products over the last five years and the effective security measures that have been put in place by Information and Communications Technology Services to protect the County Council's network and services, and also through the swift, co-ordinated response by the staff as details began to emerge. Their actions ensured that every measure to protect against this particular threat were implemented as soon as possible. Furthermore BT Lancashire Services were able to offer direct support to colleagues in Lancashire, and South Cumbria National Health Service to recover from the significant impact on their networks caused by the attack, which was also acknowledged by the National Health Service team, as set out in the letter to the former Chief Executive at Appendix 'B').

BT Lancashire Services have a dedicated Security Operations Centre which is a team of security experts that make best use of the security tools available to respond to known and emerging attacks. The Security Operations Centre will also ensure we stay aligned to the Information Security Management System that is based upon the industry standard ISO27001. BT Lancashire Services also contract with an independent supplier annually to carry out penetration stress tests on our infrastructure to search out for any vulnerabilities we may not be aware of and which can subsequently be addressed. The Council networks are also built and managed

by BT Lancashire Services to fully comply with HM Governments Public Sector Networks standard.

In addition, a robust backup regime using state of the art high speed and modern backup technology and techniques ensures that all core systems, team and personal data is regularly backed up and can be restored quickly if data is compromised as a result of a cyber-attack. Backups are taken on a nightly basis, and the backups replicated to a second data centre in Manchester on a daily basis. Central control and distribution of operating and application software is in place using state of the art system management and monitoring toolsets to ensure there is a robust, structured approach to software patching and version control across the Council. A full suite of the very latest data security applications and solutions has been implemented to provide a multilayer of protection against malicious attacks.

General Data Protection Regulation

BT Lancashire Services act as the processor of data for Lancashire County Council and beneficiaries. To support the County Council in their role as data controllers, a governance framework, has been established chaired by BT Lancashire Services Chief Operating Officer, to deliver a planned and robust approach that enables increased responsibility as a result of legislative change to be identified.

To support the governance framework, key BT Lancashire Services staff meet regularly with the County Council's Information Governance Manager and are fully engaged with BT's Head of General Data Protection Regulation and Privacy Teams, where good practice is discussed and subsequently implemented across our working practices and procedures. The approach to data protection is already established, as BT Lancashire Services currently work to recognised data protection principles, industry best practice and deliver the contractual obligations related to data security and protection. BT Lancashire Services undertake rigorous approval processes to allow system access to any suppliers and have established internal protocols that protect all data. All supplier contracts include strict protocols and obligations that protect the County Council's systems and all clauses are currently being uplifted by BT Legal Teams to ensure General Data Protection Regulation compliance of every supplier that is engaged. To support this further, privacy by design procedures are also being introduced early in the Requirement for Proposal process. This ensures that full data protection and related risks have been considered and senior customer approvals are obtained upfront from the County Council prior to commencing any piece of work. This ensures a fully inclusive approach to identify, mitigate and reduce all General Data Protection Regulation risks at both a processor and controller level.

A key element of the change centres on staff awareness to ensure BT Lancashire Services staff all understand their personal roles and accountability. BT Lancashire Services fully adopts Lancashire County Council's Information Governance Policies

and all mandatory training is published, tracked and reported to managers to ensure all staff are aware of the changes and Lancashire County Councils policies. In addition, BT Lancashire Services has created a General Data Protection Regulation intranet page and provided workshops to its Management Teams to enable each team to cascade in team meetings, Performance and Development Reviews and One to Ones with every member of staff. General Data Protection Regulation has also featured in BT Lancashire Services corporate events, newsletters and intranet alerts.

Information and Communications Technology Portal (Service Now)

Information and Communications Technology have reformed their front line Service Desk and implemented a new Information and Communications Technology Service Centre structure which allows the team to resolve over 75% of all incidents at first point of contact. As part of this Service improvement BT Lancashire Services have invested over £500k in a new Information and Communications Technology Service Management platform which includes an upgraded user web portal which is simpler to use, more intuitive with a friendly look and feel. Users can now see who is working on their incident/issue at any point in time and can easily communicate with the Technical Support Officer during the repair cycle. Importantly, incidents/requests submitted via the portal are prioritised with dedicated resource ready to respond to new requests within 30 minutes of submission.

Customer satisfaction on the Service Centre has significantly improved this year. In February 2018 over 95% of customers rated the service as excellent or good. Users no longer need to wait in a telephony queue which is especially important on specific days of the week, times of year and times of the day when demand peaks e.g. school census weeks, post school holiday weeks, weather events forcing more home working and so on. The Portal also includes video 'how to' guides, a single search engine for all types of services e.g. catalogue and service requests and allows personalisation, i.e. the portal automatically recognises who is raising the request and auto populates the information about their assets, their incidents and requests to save them time when reporting an issue.

Key Projects

Highways/Property/Project Management Systems Implementation - The 'Asset Management System' project consisted 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 Programme and Project Management Systems were made live on 1 July 2016 and the Highways Asset Management System was operational from 1 April 2017. The implementation of these new systems and the changes to operational processes

has proved to be quite significant within the services and has caused a lot of concern and frustration. Operational performance continues to be closely monitored by the Core Systems Team in the County Council to ensure the system is being used properly, that staff within the service areas are adequately trained and that the system and processes are working effectively. To that end, there has been a number of minor upgrades and changes provided to fix some of the initial teething problems that were being experienced. The Core systems team continue to work with the business to ensure the system is fully utilised and that the benefits are realised and are actively working with BT Lancashire Services and the services on the Assets Core systems roadmap.

On line Admissions and Education Management System – BT Lancashire Services successfully delivered the first phase of the replacement Education Management system, the new On Line Admissions system in September. This was a highly complex and challenging delivery and Phase 2 met the mandatory implementation date of November, going live with the core system, Impulse v14 to all users. The linked systems were subsequently switched on in phases for customers, completing on 13 November 2017. Final handover of BT Lancashire Services support as part of 'Early Life Support' started in December 2017 and is due to conclude in March 2018, which will deliver all the functionality for the County Council to fulfil its role in supporting pupils and schools.

Early Help Module & Education, Health and Care Plans - BT Lancashire Services have worked with the organisation to determine the requirements and select systems to meet the need. Liquid Logic modules were selected as the best fit. The funded design stage, to devise a business and Information and Communications Technology solution to support the Early Help Module and Education, Health and Care Plans service areas and processes, was delivered in November 2017. This is despite the scope of the project increasing to include the Multi Agency Safeguarding Hub and Child Sexual Exploitation service areas, and the design of an integrated Lancashire Constabulary case management solution. Implementation of the solutions are now well underway with implementation planned for late 2018. This solution will enable the authority to deliver a complex but fully integrated system for children's services.

Condeco –The Condeco Room Booking system went live on 9 August 2017. This project has replaced the old room booking system on the intranet with a new system that allows rooms to be booked, rearranged and cancelled through Microsoft Outlook, checking availability for the user and provides LCD screens outside each room to visualise bookings. This Improved functionality saves time for all staff through removing the need to use two systems. The facility for meeting room bookings to be cancelled automatically by the system if they are not started within 15 minutes has increased the availability of rooms for meetings.

Homecare Mobilisation – The proof of concept for homecare mobilisation was delivered for Lancashire County Council Adult Social Care in November 2017. The aim of the proof of concept was to demonstrate the system's capability to support changes to the commissioning for homecare. The successful delivery has generated a further two projects to deliver reporting functionality to assist in the rotational selection of care providers and analysis of care packages offered, accepted, rejected and commissioned.

Secure email and collaboration workspace – The corporate solution to provide an easy to use method of secure email was purchased from the supplier Egress in December 2017 and the pilot implementation commenced in January 2018. The solution not only allows Lancashire County Council staff to send secure emails to external recipients, but receive them as well. A secure method for multiple internal and external parties to collaborate on documents has also been purchased from Egress and this will be piloted in April 2018 with Lancashire County Council service areas which have a business need for this functionality. Both solutions will enable services to undertake their work and will significantly improve data protection compliance.

Libraries - With the Lancashire County Council decision to re-open 11 libraries, BT Lancashire Services worked against very challenging timescales to order new equipment and set up services and new infrastructure for the libraries. This included, but was not limited to; network connectivity, PNET provision, new corporate desktops in line with current equipment, reinstatement of software such as Alto and Netloan, re-provision of Corporate and Public printers, and removal of redundant information and communications technology equipment from site. BT Lancashire Services provided support to identify and resolve snags, with Engineers reacting immediately to any issues back at County Hall and floorwalking support for Day 1 of each of the 11 reopenings. The 11 libraries were successfully reopened between November 2017 and March 2018 and Lancashire County Council are now finalising plans to identify further libraries to reopen or relocate, which will again require BT Lancashire Services support.

Pensions - The move was successfully completed on target at the beginning of December 2017, with all the shared, personal and Altair data migrated to Local Pensions Partnership with no issues experienced by the customer. This was a significant step in the move away from the utilization of BT Lancashire Services Information and Communications Technology Services by the Local Pensions Partnership as they leave the County Council. Information and Communications Technology have set up a secure network to allow Pensions to continue to access the following services for a minimum of 2 years:

- EPIC (Employers Payroll Information Collection)
- Oracle

- Web series BACS
- Historical data (Delphi)

OPPORTUNITIES

The implementation of more core systems over recent months provides the Council with the opportunity to deliver the anticipated benefits as well as deliver savings. To ensure the council maximises its investment so far it is important that systems are up to date and that opportunities for either enhancement or deployment into other areas of the business are in place. The current systems provide a great platform for the future and plans are already in place to support:

Partnership working - This work is being taken forward in two ways – sharing of data and shared/agile working. The ability to share data with key agencies is in place. A significant amount of work with the care systems has already been developed to ensure the council is able to extract or capture a unique identifier (National Health Service number) which means that data can be shared with the NHS. Developments for the future that are planned include electronic hospital discharges that will provide real time information on patients that have been discharged from hospital but may need social care.

Discussions are also underway to ensure that staff, regardless of which partner agency they work for, are able to work from shared premises. Engagement with the NHS through the Digital Health Board is strong and this agenda is being taken forward. Discussions are focussed on ensuring and enabling access and sharing of data rather than using common systems.

In addition the following projects have commenced:

Lancashire Patient Record Exchange Services - is an initiative started by Lancashire Care Foundation Trust to allow the sharing of information between the different areas of the health service and related organisations in the North-West of England, including Lancashire County Council. BT Lancashire Services are currently engaged to provide a technical proof of concept and to assist end users in defining their key requirements in terms of types of information that would provide a real benefit to them in everyday usage scenarios. Upon completion of delivery of this stage the Lancashire Patient Record Exchange Services project will be amalgamated into the Digital Discharge to Social Care Project as it is a key technical prerequisite to enable the successful delivery of that Project.

Lancashire Constabulary – There are two key initiatives underway in conjunction with Lancashire Constabulary. The first relates to the Early Help Module and the sharing of a case management system for the early Action Teams as mentioned

earlier and the second relates to sharing knowledge. This second project is to allow Lancashire Constabulary and Lancashire County Council to exchange information. Where Lancashire Constabulary take a 999 call, integration with Lancashire County Council systems will allow someone involved in a call who is a person of interest to Lancashire County Council, i.e. have they got a Social Worker, to have a flag placed on Lancashire Constabulary and Lancashire County Council systems. No personal information is shared, but the flag will tell an officer about to attend a call that the person has a case and a contact in Lancashire County Council. Consequentially, people under social care will get a flag on Lancashire County Council systems to say they have been involved in a matter that involves the police, but not what it is that they have been involved in. This is the first electronic interaction between Lancashire Constabulary and Lancashire County Council. The proposal has been approved by Lancashire Constabulary and this week a purchase order has been raised to Liquidlogic for delivery before end of December 2018. This project will be delivered in parallel with the Early Help Module and Education, Health and Care Plans by the same team.

Digital Discharge to Social Care - BT Lancashire Services have worked closely with Lancashire County Council and NHS representatives to provide key input to help formulate a robust bid to NHS England in challenging timescales. On 9th March 2018 Lancashire County Council were successfully awarded a grant from NHS England, which has provided key funding to enable a project to commence which will deliver the technology needed to allow digital discharge to be captured on Lancashire County Council's Social Care System. The Project Team are currently being mobilised and initiation activities will commence in early April. BT Lancashire Services will work collaboratively with Core System's Team, Programme Office and the NHS to ensure successful project delivery across complex organisational boundaries to the required deadline of 31st March 2019.

Agile Working

The County Council is increasingly moving towards an agile workforce. Supporting this workforce with technology that supports this way of working will need to include investment in technology and infrastructure in our buildings, remote access to systems and the investment in the core business systems support this requirement. To date this is largely on track with over 60% of the workforce now using an agile laptop allowing them to work from any location with a Wi-Fi connection. This is a 30% increase over the last 2 years with a target of 80% of the workforce to have a laptop by 2020. In addition BT Lancashire Services in conjunction with Learning and Development have rolled out 1500 Yoga laptop/tablet devices and smartphones (including mandatory user training) for Social Workers plus another 300 bought by other types of service users e.g. Children's, Family and Wellbeing Service. The Yoga and the Smartphone work in tandem to allow the Social worker to update back office

systems in real time from any location (including a service users home) using a 3/4G Wi-Fi signal.

Managing the Information and Communications Technology Estate

Many of the core systems replaced existing systems. These systems incur costs including licences, back-up and storage of data as well as support costs to keep the systems going. A focussed programme of work to ensure legacy systems are fully decommissioned and costs removed from the organisation is currently underway.

Much of the above can be supported through technology but to be really effective the culture within services and the organisation as a whole will need to recognise the need to change and the benefits of doing so. At the same time it has to be recognised that technology alone cannot achieve this, and that the need for services to engage and at times challenge and change working practices and processes will be needed. This is a major challenge for all organisations and will be picked up as part of wider approach to developing our workforce. Business processes and managing systems effectively into services now forms part of all information and communications technology change implementation plans and engagement between services and BT Lancashire Services is developing.

Financial Benefits

LCC approached BT Lancashire Services to ask if it could reduce the annual affordability charge to Lancashire County Council by a value of £3m (£1m in 2015/16 and a further £2m in 2017/18). BT Lancashire Services advised that any affordability reductions should be cost neutral and therefore equivalent cost should be taken out of the business. With this in mind, BT Lancashire Services provided Lancashire County Council with a list of potential savings opportunities. Not all were acceptable to Lancashire County Council, for example the moving of Oracle support to a non-Oracle provider, however the savings opportunities that have since been delivered are detailed in the table below. These are the annual savings for 2017/18 and 2018/19 (estimated) and have been delivered over the course of the last 2 years.

In addition to the savings detailed below £0.390m of further savings relating to the Printing Strategy where delivered in 2017/18. Savings relating to the Printing Strategy have been reflected in the budget since 2014/15 with the value of savings achieved increasing each year. The savings detailed below exclude some smaller savings which have been delivered on schools budgets, for example savings on Disclosure and Barring Service costs.

Savings delivered by BT Lancashire Services against Lancashire County Council's wider non corporate telephony budget in 2017/18 are estimated and may change following the closure of the accounts for 2017/18.

Significant progress has been made in delivering the required savings and work continues to deliver further savings in future years.

	Annual Saving 2017/18 £000s	Estimated Annual Saving 2018/19 £000s
Return of Schedule 11 affordability	1,000	1,000
Return of affordability due to LCC funding VRs for 2 BT Lancashire Services secondees	64	125
Payroll & Recruitment reorganisation, staff savings generated.	0	174
Licence reduction - Avaya replacement with Anana	141	141
Licence reduction - vBlock refresh	63	63
Licence reduction - Enhanced Firewalls project	23	23
Site Reductions - Savings against affordability due to Skype for Business rollout and site closures	200	200
Printing Strategy - Maximisation of the use of the Xerox contract and associated equipment. Lancashire County Council share of savings against the affordability. Reduction against affordability can vary slightly each year.	197	197
Mobile telephony - Gross savings on new contract. Note that net savings are less due to Lancashire County Council spend on new mobile devices.	548	548
Disclosure Barring Service - Change in policy no longer require rechecking every 3 years. Reduction against affordability can vary slightly each year.	100	100
Savings delivered by BT Lancashire Services against Lancashire County Council's wider non corporate telephony budget due to the Skype for Business rollout. Savings achieved are net of the cost of re-opening of libraries.	140	234
Total	**2,476**	**2,805**

BT Lancashire Services Update

BT Lancashire Services Staffing Update – April 2017 to February 2018

- Following full staff consultations and feedback sessions, both staff restructures within the Revenue and Benefits Service (West Lancashire) and Payroll and

Recruitment Services were concluded, with staff in post from 1 April 2017 and January 2018 respectively.

- This year's staff events took place in early February, and followed the successful format over the last 2 years - separate, service-focused events in each of the service areas. Feedback was positive, with staff claiming they felt information shared was open and honest and were provided with an opportunity to share ideas and concerns, much of which related to the future of the contract. Of the 236 people who completed the event feedback survey, 78% felt they had gained valuable knowledge from the sessions, and 83% rated the event 'overall' between 4 and 5, with 5 being excellent. The next full Annual Staff Survey is scheduled for April 2018.

- **Health and Safety**

  - ❖ All Risk Assessments were reviewed and all Workplace Inspections carried out with no major issues found;
  - ❖ To guide and support Managers in recording Accidents, Incidents and Near Misses, an Audio PowerPoint was produced and communicated to Managers in February via Manager Bulletin No.15;
  - ❖ The remaining service areas undertook their Year 2 County Council eQuestionnaire Audits. Following discussions with Lancashire County Council's Health, Safety and Quality Manager in respect of the full Audit results, a further Audio PowerPoint has been developed and will be communicated to Managers on the next Manager Bulletin;
  - ❖ The West Lancashire Borough Council health and safety team undertook an external audit of the Revenue and Benefits Service and resulted in a pass mark of 73% - much improved from 57.5% in 2016;
  - ❖ To assist Lancashire County Council in their wellbeing campaign, and to help maintain or improve current BT Lancashire Services absence levels, an intranet page was created to help signpost individuals to relevant guidance and support;

- **Improved internal communications**

  - ❖ A new look intranet was launched with more user-friendly navigation and improved functionality including a Task Calendar and a Sell, Seek and Swap page, and was met with positive feedback;
  - ❖ Three Manager Bulletins communicated health and safety, resource management and training and development information;
  - ❖ A 'Corporate Strategy Board' was set up to include the cascading of corporate information between the teams;

- ❖ Since the launch of the Staff Newsletter in September 2016, a further 4 issues were published, keeping staff up-to-date on their colleagues' news, such as special birthdays and anniversaries, welcomes and goodbyes to new starters and leavers, charity events and more.
- ❖ A new General Data Protection Regulation intranet page was launched and development on the wider Information Security Management System guidance commenced.

- In terms of reward and recognition, from April to February, 576 individual and 122 team champions were received and 42 Inspirations were submitted.

- To work alongside the Managers Portal on the intranet, which was launched in February 2017, development work on a new Employee Portal was undertaken throughout the year, to provide step-by-step guidance on policies, employee tasks and responsibilities. Go-live date is planned to coincide with the development work on the Oracle Manager and Employee Toolkits. Both Toolkits will be used purely to hold records for training, performance reviews and health and safety in relation to display screen equipment with the guidance element being transferred to the 2 intranet Portals.

- **Training**

Training of staff is seen as an essential element of maintaining a skilled and productive workforce. Staff have undertaken training in many technical areas including Information and Communications Technology, Finance and Chartered Institute for Personnel Development, the mandatory eLearning in line with Lancashire County Council policy as well as some of the Lancashire County Council own internal courses. In addition 16 staff have registered for various Apprenticeship Frameworks such as Network Engineer, Assistant Accountant, Customer Service and associate Project Manager.

Consultations

BT Lancashire Services have been consulted and contributed to this report and its content.

Implications:

This item has the following implications, as indicated:

List of Background Papers

Paper   Date   Contact/Tel

N/A

Reason for inclusion in Part II, if appropriate

N/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 Qtr One 2017/2018 (%)	Performance Qtr Two 2017/2018 (%)	Performance Qtr Three 2017/2018 (%)	Performance Qtr Four To Date 2017/2018 (Feb 2018) (%)
1	**Priority 1:** Severe Business Disruption: Business Unit (sub-unit): • unable to operate • Service component failed or severely impaired. % of Priority 1 Incidents resolved within 4 working hours.	**99**	100	100	100	100
2	**Priority 2:** Major Business Disruption: Critical user or user group: • unable to operate • business unit experiencing significant reduction in service performance. % of Priority 2 Incidents resolved within 1 Business Day.	**98**	100	99	100	100
3	**Priority 3:** Minor Business Disruption: Single user or user group unable to work with no available workaround. % of Priority 3 Incidents resolved within 2 Business Days.	**97**	97	99	98	98

No.	Detailed Definition of SLA	Target (%)	Performance Qtr One 2017/2018 (%)	Performance Qtr Two 2017/2018 (%)	Performance Qtr Three 2017/2018 (%)	Performance Qtr Four To Date 2017/2018 (Feb 2018) (%)
4	**Priority 4:** Minor Disruption: Single user or user group experiencing problems but with ICT defined available workaround. % of Priority 4 Incidents resolved within 1 working week.	**98**	99	99	99	99
5	**Priority 5:** Advice and Guidance (offered to users via Service Desk). % of Priority 5 Incidents resolved within 4 working weeks.	**98**	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 Qtr One 2017/2018 (%)	Performance Qtr Two 2017/2018 (%)	Performance Qtr Three 2017/2018 (%)	Performance Qtr Four To Date 2017/2018 (Feb 2018) (%)
1	% payroll errors attributable to the Partnership.	<0.4	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

Non-Contractual Targets:

No.	Definition of SLA	Target (%)	Performance Qtr One 2017/2018 (%)	Performance Qtr Two 2017/2018 (%)	Performance Qtr Three 2017/2018 (%)	Performance Qtr Four To Date 2017/2018 (Feb 2018) (%)
1	% DBS checks processed within two working days of receipt of all necessary information.	75	99.6	100	100	100

Payroll & Recruitment Services Dashboard

Activity	Target	Performance Qtr One 2017/2018	Performance Qtr Two 2017/2018	Performance Qtr Three 2017/2018	Performance Qtr Four To Date (Feb 2018) 2017/2018
Volume of BTLS overpayments	n/a	37	25	31	14
% of DBS forms returned to Recruitment Services from Liverpool DBS with errors	Not greater than 3%	2.9%	2.25%	2.99%	2%
Employment offer documentation (conditional) issued within 48 hours, following receipt of the necessary approvals to recruit	100%	99.7%	100%	99.9%	100%
Change Letters - issued within 10 working days from system change	100%	99.8%	100%	99.9%	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%

NHS
England

Our Ref: GU/jc

Lancashire
2nd Floor
Preston Business Centre
Watling Street Road
Preston
PR2 8DY
Email: graham.urwin@nhs.net
Telephone: 0113 825 5196

14 June 2017

Sent by Email

Jo Turton
Chief Executive
Lancashire County Council
County Hall
Preston
PR1 8XJ

Dear Jo

Re: Response to Cyber Attack

I am writing to thank you for the assistance that your staff provided to the NHS in Lancashire and South Cumbria when we dealt with the recent cyber attack. I think we all know from recent news in the media that whether it was the cyber attack or other instance that had the capacity to disrupt public life that we can all as citizens rely on our excellent dedicated and highly motivated public sector staff. The cyber attack was felt not just in Lancashire but across the whole of the NHS but in Lancashire it affected hospitals, community services, GP practices and other parts of the NHS.

It is great testament to all involved that the issues were quickly identified, effectively managed and services returned to business as normal in such a short space of time. It made myself and my colleagues rightly proud, not only of the services that we offered, but the fact that so many other public sector partners and commercial suppliers all rolled their sleeves up with offers of support and practical help that were effectively deployed across the whole of the NHS. Once again my enormous thanks for what your organisation did to support us.

I know in writing such a letter that I may have missed somebody from the list and if you are aware in any way of a colleague that I should have shared these thanks with then I should be grateful if you would let me know.

Yours sincerely

Graham Urwin
Director of Commissioning Operations
NHS England North (Lancashire & South Cumbria)

High quality care for all, now and for future generations

Cabinet Committee of Performance Improvement
Meeting to be held on 18th April 2018

Report of the Director of Adult Social Care Transformation

Electoral Division affected:
All

Transforming Care Programme for People with Learning Disabilities & Autism

Contact for further information:
Ian Crabtree, 01772 530658, Director of Adult Social Care Transformation,
Ian.Crabtree@lancashire.gov.uk

Executive Summary

Overview of the progress of the Transforming Care Programme for People with Learning Disabilities & Autism and the County Council's contribution to the programme. An update on the funding position taken by the County Council in relation to discharges and progress on a pooled budget arrangement.

Recommendation

The Cabinet Committee on Performance Improvement is recommended to note:

(i) the progress on discharges of people with Learning Disabilities & Autism;

(ii) the funding position taken by the County Council in relation to the non-funding of discharges.

(iii) the progress made so far in developing a pooled budget with partner organisations for people with Learning Disabilities & Autism.

Background and Advice

The *Transforming Care* Programme originates from the abuse scandal at Winterbourne View in 2011 highlighted by the BBC Panorama programme. In October 2015 a national plan, *'Building the Right Support'* was published by NHS England. The Local Government Association, and the Association of Directors of Adult Social Services supported the plan which publicly committed to a programme of review of inappropriate and outmoded in-patient facilities with the aim of establishing stronger support in the community. Transforming Care Partnerships are working to implement transformational change building a new generation of

Lancashire
County
Council

community-based services. Lancashire, Blackburn with Darwen and Blackpool and latterly South Cumbria Councils and partner Clinical Commissioning Groups form the Pan-Lancashire Transforming Care Partnership. In 2015, it was selected as one of the original 6 Fast Track areas for the programme due to the high number of residents with Learning Disabilities and/or Autism living in hospitals as if they were 'homes' rather than in the community.

Lancashire County Council has always fully supported the aims of the NHS Transforming Care programme to significantly re-shape services for people with Learning Disabilities and/or Autism to ensure that more services are provided in the community and closer to home rather than in hospital settings. The Council supported the establishment of the 6 Fast Track areas in England. The Council is committed to contributing alongside other local authorities and NHS partners to work together to ensure that the programme delivers successfully on its vision and purpose. The Director of Adult Social Care Transformation, Ian Crabtree, is the Deputy Senior Responsible Officer for the Transforming Care Programme and progress is monitored by a Transforming Care Programme Steering Group.

There has been some limited financial support offered through the Fast Track programme. However, *Transforming Care* remains a complex programme and needs dedicated and effective resources to manage this long term. The bigger long term financial risk is in relation to the lifetime costs of supporting these individuals in the community in Lancashire. Good, safe, community services for this group are expensive, and the Council was and still is being asked to fund a part share or the full costs of these new services without any increase in our budget for this. The Governments view was that this would represent a saving to NHS Partners with the costs shifted to local authorities.

Funding Position & development of a Pooled Budget

In December 2015 and January 2016 the former Chief Executive informed NHS England, Clinical Commissioning Groups and the Transforming Care Programme Steering Group of the County Council's intention to no longer contribute to funding the costs of services for those individual discharged from learning disabilities inpatient facilities as part of the Transforming Care Programme resettlement programme until there was clear, legally binding commitment from the NHS to fund the full lifetime costs of services for those awaiting discharge through a newly developed pooled budget. It stated that the current resource for the care of these people sits within the NHS. This has resulted in inpatient cases being discharged into the community, under Section 117 aftercare, fully funded by Clinical Commissioning Groups without prejudice while the pooled budget was developed. This position has drawn national attention. There was a national Funding Transfer Agreement agreed November 2017 to support the transfer of funds from NHS England to NHS partners Clinical Commissioning Groups/Transforming Care Programmes. The discussion nationally is that this refers to transfers of monies between NHS organisations. The issue on dowry transfer to local authorities nationally refers only to people who have been in patient for over 5 years but would not apply to those people less than the 5 years. Nationally, the Transforming Care Finance Leads do not set a figure (£125k per person is often referred to) and state that this should be about local conversations/decisions at Transforming Care

Programme level. There is no intention to set one. Memorandum of Understanding are tending to suggest an approach that sees the total bed cost released being transferred, with the Local Authority and/or Clinical Commissioning Group picking up any additional cost or any 'savings' placed in a virtual pooled budget. From discussions on a national level there is no evidence yet that the dowries are actually happening and that the money is transferring. In part, this is because of the real confusion about the mechanics around the specialised commissioning money transferring into Pooled Budget arrangements. Lancashire and South Cumbria Transforming Care Programme have 49 in- patients with lengths of stay over 4 years out of a total of 97 in-patients. 14 in-patients with lengths of stay over 5 years+ have been discharged in 2016-18.

In terms of the development of a Pooled budget for Learning Disabilities and Autism, it was intended that this would be a pan Lancashire & South Cumbria pooled budget with a commissioning structure to operate the pool. This will ensure the full potential of the opportunity of pooling circa £200 million of NHS and Local Authority finances and realising the benefit of the bigger Learning Disabilities and Autism population, helping to reduce the overall cost to the system by better joined up commissioning and delivery of services. The Pooled Budget would operate for adults with learning disabilities and autism age 18+ at this stage. All statutory stakeholders had previously signed a Memorandum of Understanding to develop a Pooled Budget Pan-Lancashire for Learning Disabilities and Autism across the Local Authorities, Clinical Commissioning Groups and NHS England. However, Blackpool Council and Blackburn with Darwen Council indicated their preference is to develop a pooled budget arrangement on their own authority footprints and not a Pan-Lancashire one.

A set of financial principles have been developed within the Transforming Care finance sub-group meetings and have been shared widely with Partners. Lancashire was initially seen as leading nationally in the progress towards integrated health, including Clinical Commissioning Groups and NHS England, and social care budgets and the pooled budget is still seen as an exemplar to build further health and social care integration upon. The development of this has been slower than we would have hoped for and we have expressed our concerns regarding the lack of financial information that has been forthcoming from the Clinical Commissioning Groups and NHS England.   Learning Disabilities and Autism is one of the work streams for the Lancashire and South Cumbria Sustainability & Transformation Plan.

Commissioners have been working with Sustainability and Transformation Plan colleagues to better understand and articulate a case for change with regard to the commissioning of Learning Disabilities and Autism Services. A paper is being produced by Commissioners and will be presented to the Sustainability and Transformation Plan Joint Committee of Clinical Commissioning Groups in the near future which will detail the case for better integration in commissioning across the Local Authority and NHS partners to include Learning Disabilities and Autism.

Discharge Progress

Lancashire County Council Social Workers are fully contributing to the planning and successful resettlement of people from hospital services and up until this quarter (ending March 2018) the discharge trajectory set by NHS England was 89 – there

are 97 individuals in hospital (February 2018) therefore the trajectory set will be missed. This is the first quarter where the trajectory has been missed. These numbers include those admitted to hospital and are not a true reflection of the success of the programme which has discharged 50 of the original cohort of 107 individuals who were in hospital at the start of the programme in April 2016. Original predictions looked at indicative costs for each individual we know about are currently in a range from £80,000 per annum to over £350,000 per annum per individual. Not all will be eligible for any dowry figure. Lancashire and South Cumbria Transforming Care Programme have 49 in- patients with lengths of stay over 4 years out of a total of 97 in-patients. 14 in-patients with lengths of stay over 5 years+ have been discharged in 2016-18. 48 in-patients will not be eligible for a dowry highlighting the potential scale of the financial position facing the County Council.

No discharges have been held up due to the funding position taken by the Council.

Given the NHS investment in Calderstones Hospital at Whalley, now referred to as Mersey Care Whalley, a range of good community alternatives have not been invested in to the same extent and therefore not available in Lancashire. This means people may have limited choices such as to move to expensive single person arrangements or to an alternative campus provision. Lancashire County Council commissioning has taken the lead on and have developed a framework called a Flexible Agreement for specialist supporting living providers for the resettlement programme and continue to lead on the commissioning and procurement of community packages of care using this framework. Lancashire County Council award the contract and currently the Clinical Commissioning Groups pay. The framework is supporting the Transforming Care Programme to improve the quality of the providers selected to support individuals who were previously in-patients, commissioning new models of care for individuals which create efficiencies, by commissioning for more than one individual, alongside delivering quality care and support which focuses on developing individuals' independence and safe access to their community.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

Legal

The non-funding of discharges could be challenged legally where people discharged have a social care need.

Financial

The current arrangement whereby Lancashire County Council are not funding discharges means that in the short term there is no additional pressure on the County Council finances, however any change to this arrangement without the correct flow of funds could result in a future financial risk to the Authority.

List of Background Papers

Paper	Date	Contact/Tel
Building the Right Support (NHS England)	October 2015	Ian Crabtree/ 01772 530658

Reason for inclusion in Part II, if appropriate

N/A

Cabinet Committee of Performance Improvement
Meeting to be held on 18th April 2018

Report of the Director of Adult Services

Electoral Division affected:
All

Adult Services – Prioritising and Managing Assessment Activity
(Appendix 'A' refers)

Contact for further information:
Tony Pounder, 01772 530658, Director of Adult Social Services,
tony.pounder@lancashire.gov.uk

Executive Summary

At the February meeting of the Cabinet Committee on Performance Improvement, questions were raised about entry CR21 on the Quarter 4 Corporate Risk and Opportunity Register. This particular risk concerns the challenge of influencing demand for adult social care services in the context of rising public and service user expectations. One aspect of this highlighted by the Cabinet Committee was the waiting times for assessments and reviews by social work and occupational therapy staff.

This report highlights the tools and approaches available currently in use by the County Council in managing this risk, and in particular how social work and occupational therapy assessments are prioritised and managed in some key areas.

Recommendation

The Cabinet Committee on Performance Improvement is recommended to note the mitigations in place for managing this Corporate Risk relating to Adult Services demand.

Background and Advice

Many public services are facing challenges of managing rising demand and public expectations in the context of a difficult financial climate. Adult Social Care is of course no exception to this position, and considerable national political and media interest has been concentrated on this issue over recent years, often linked to the arguably even more high profile challenges faced by the NHS. Lancashire County Council is operating in this same context, and its Adult Services faces similar challenges to those of other upper tier councils in England.

Lancashire
County
Council

There are several broad approaches to managing excess or increasing demand across adult social care.

Firstly, for any given social care activity or service, the overall capacity can be increased in order to ensure all the individuals needing a response or help can receive it in a timely way and within reasonable timescale. This may need to be resourced with additional budget and/or staffing but this of course may not be affordable or feasible even in the short term. In the medium and longer term, it is probably financially unsustainable for local authorities to simply spend more and more on expanding its adult social care services.

However, a second approach is by increasing productivity and organisational efficiency, particularly in relation to processes such as assessment and reviews. This might be achieved by changing the skill mix of the workforce, upskilling or multi-skilling frontline staff, eliminating duplication, and reducing unnecessary bureaucratic process. It also means improving the decision making skills of staff so they get decisions right first time and achieve the best and affordable outcomes possible for the individual. Through approaches to building community capacity and supporting carers and families councils also seek to promote less reliance on long term publicly funded services. Much of this has been the focus of the work undertaken within the 'Passport to Independence' programme.

Thirdly, eligibility for services can be reviewed and tightened (or sometimes redrawn). This can determine whether someone has a statutory right to a social care service based on legislation such as the Care Act. However, recent legislation, including the Care Act, severely limits the scope and flexibility of individual councils to flex or develop their own eligibility criteria.

Of course, decisions that individuals are not eligible for social care may often result in pressures on other public services such as the NHS, Police or Housing. At the same time, these other partner agencies (including the Department for Works and Pensions are also often tightening their eligibility criteria in response to their own financial pressures or legislation. In combination, this can result in heightened risks for some individuals of receiving no response from public services at all despite what may appear to be quite significant and complex needs. Individual cases of this kind are often a source of understandable concern to elected members of all parties and to local Members of Parliament.

Fourthly, expenditure on delivering public services can be loaded towards those that are more successful in maximising people's independence and reducing long term reliance on publicly funded services. This more preventative approach is a vital part of the agenda not only for adult social care but also public health. Where it is easier to see the immediate and shorter benefits, for example in the success of reablement services, the business case is clear. Where the benefits are much longer term, the current financial climate can make it difficult to maintain such investment at scale over significant years.

Fifth, some social care services can be charged for, and by increasing prices or the contribution collected from individuals some downward influence on demand can be observed. However this is an unintentional product of such increases and certain

not an explicit policy aim. Legislation sets out the basis for councils to charge or provide social care services for free. There is only limited further room for change on this front, particularly following recent County Council decisions regarding its fees and charging policy for next year.

All of the above approaches are in evidence to some extent in most councils in managing their adult social care services and certainly that is true of the County Council.

However even with these approaches all in places frequently people wait longer than we would wish for some key services and especially for assessments. All councils have to put in place arrangements for managing these and use various means to screen and prioritise those individuals in the greatest need. Such screening or prioritisation tools are often specific to the service area in question, and for example the County Council has developed one to help manage the very high volume of requests for Deprivation of Liberties Safeguards assessments.

At the last Cabinet Committee however, particular concerns were expressed explicitly about the waiting times for assessments and reviews regarding:

- Safeguarding
- Hospital Discharge
- Occupational therapy

Each is covered below, and further follow up questions will of course be answered at the meeting itself.

Safeguarding

In the Multi Agency Safeguarding Hub there are currently 10 permanent staff plus four temporary staff working to reduce waiting times and eliminate backlogs of work. There is one vacancy out to advert. It is at the Multi Agency Safeguarding Hub where screening of Safeguarding referrals occur. The co-location of staff from the police, probation and NHS alongside Social Care helps communication and coordination, and reduces duplication. Particularly in relation to advice on falls, medication errors, pressure ulcers, and domestic abuse this colocation makes a huge difference to efficiency and effectiveness of decision making.

In the County Council's local adult safeguarding teams there are 28 social workers and four social care support officers. In addition to this we have six agency staff, two per area (north, central and east) which have been agreed on a temporary basis, again to ensure elimination of backlogs and reduction of waiting times. There are no substantive vacancies. Interagency working in this context is typically more challenging and time consuming, with the council's safeguarding social work staff often carrying the greater share of responsibility and risk whilst they try to engage the right colleagues from other agencies at a local level.

The view as to what is a 'safeguarding case' and what speed of response is required is made by the Multi Agency Safeguarding Hub. The criteria they use is based on four categories as follows

Priority 1 - To be allocated immediately as an urgent response is required

- Risk to life or where immediate action is required to ensure the safety and well-being of the service user.

Priority 2 - To be allocated within 24 hours

- Considerable concerns in regards to either the practice of the provider or an escalating situation for the service user that brings their safety into question.
- There would be no clear Safeguarding plan in place to address the situation of both managing the risks around the person alleged to have caused harm or to protect the service user from harm.
- If it is a clear significant safeguarding issue that has not been reported by the provider themselves then there may be a wider concern into the processes and protocols of the agency to ensure service user safety.
- Any significant injury that has occurred where it cannot be ruled out that this issue has arisen from abuse or neglect.
- To include all alerts where an individual is in hospital to ensure safe hospital discharge and prevent delay.

Priority 3 - To be allocated within a 2 week period

- Action is required by Multi Agency Safeguarding Hub to progress an enquiry.
- A consideration of risk would have to be taken into account and deemed that there is no immediate risk.
- However, for example, an internal enquiry may be taking place, and Multi Agency Safeguarding Hub would need to contribute to progress the enquiry.
- Any service provider on Quality Improvement Plan should be at the lower level of concern.
- Any significant distress to a service user or their carer should also be a minimum for this category.

Priority 4 - To be allocated within a 4 to 6 week period

- There is just reason for the concern being sent to Multi Agency Safeguarding Hub.
- An interim protection plan would be in place.
- We may not need to be the lead agency and it would be clear from the concern that another professional or care provider would be already working towards taking action to address the issues.

Weekly situation reports are provided to the Head of Safeguarding and Patient Safety on the number of people waiting for safeguarding responses and the latest figures for these can be shared at the meeting itself. Generally, the response times

are showing major improvement over the last few months, due to improved management grip and additional temporary staffing. However, there are at times significant weekly fluctuations due to routine staff absences and or unusual surges of new referrals.

Governance and oversight of adults safeguarding activity, quality and performance is provided through two important channels. Firstly, there is the Lancashire Safeguarding Adults Board, led by Jane Booth as the independent chair. Secondly there are quarterly reports presented and discussed at specifically focussed safeguarding meetings between the Leader of the Council, lead Cabinet Members, the Chief Executive, and the Executive Director of Adult Services and Health and Wellbeing.

Hospital Discharge

Substantial additional resources from the improved Better Care Fund and significant redesign of the system for managing hospital discharge has been underway for several months in Lancashire.

Strong and well established interagency governance is in place through the
- five Accident and Emergency Boards covering Lancashire, led by NHS bodies
- the Lancashire and South Cumbria Urgent and Emergency Care Network
- Lancashire Health and Wellbeing Board
- Lancashire County Council Health Scrutiny

Separately or in parallel these bodies have all helped to ensure greater priority is given to system redesign, improved capability and increased resources are in place to drive performance improvement. Links to some of the reports provided to Council committees demonstrating this are provided at the end of this report.

Overall, the picture has been one of gradual but sustained improvement in reducing delayed transfers of care over the last six months or so, but with some short periods where problems become escalated particularly during flu outbreaks or severe weather.

National and local statistics are published on the 9th of each month and at the meeting itself the latest figures will be available for sharing with Cabinet Committee on Performance Improvement if so wished.

Occupational therapy

Requests for occupational therapy assessments have always formed a large proportion of new referrals to councils for adult social care. Historically, the county council has been relatively under resourced in terms of the employment of its own occupational therapists. However, over the last year new posts have been established and recruitment has occurred which has resulted in a doubling of the overall complement of the occupational therapy workforce to 40 qualified Occupational Therapists and further recruitment campaign aiming to recruit nine newly qualified therapists will enhance the career pathway for staff wishing to work

for the local authority. In addition to these qualified posts, there has been a major increase of posts of Social Care Support Officers working in this field.

The NHS also employs Occupational Therapists too, in hospital settings but also in the community. Through joint protocols and the Section 75 partnership agreement between the county council and various NHS bodies a great deal has been done to maximise the impact of the combined workforce and reduce duplication of process. However there is probably further scope for improvement in joint working in some parts of the county.

In terms of waiting times this is best considered in two broad categories – reablement and community.

Reablement

10 of the 40 established Occupational Therapists posts are specifically focussed on leading the reablement service. However there are currently Occupational Therapists vacancies in the reablement service which are proving difficult to recruit to, with central Lancashire particularly struggling in terms of numbers. This is to a considerable extent mitigated by the establishment of 39 Social Care Support Officers working in reablement, all which have been fully recruited to from a mix of redeployment and new recruitment. Some additional social work capacity has also been deployed into the teams, but the lack of Occupational Therapists is still creating significant operational challenges for this vital service.

Our internal operating guidance is based on the principle that all individuals have the same priority in reablement and should be seen within 72 hours. At times of backlog, however service users requiring a 'moving and handling' assessment (particularly where two carers may otherwise be deployed) and those requiring the highest input in hours from the provider (and therefore the most dependent) are prioritised for review of reablement plans/potential equipment needs.

However currently initial visits are typically taking five to seven days to arrange across all localities. This is due to volume of referrals and the speed of flow outstripping staffing capacity.

To give some idea of the scale the current numbers of service users receiving reablement are:

- Central – 108
- North – 150
- East - 144

Follow up visits and assessments to check on the achievement of reablement goals is typically taking longer than desirable. There is a challenge across the county in regards of waiting times for NHS therapy assessments of two to three weeks. This is a particular issue in the north of the county and is extending the length of time that people are remaining on reablement whilst awaiting therapy assessment.

Community – Equipment

Staffing levels in community occupational therapy teams are not yet up to the full establishment with six vacancies still to be filled across the county.

However, the volumes of new referrals are high and there is a legacy of long waiting times for some occupational therapy assessments, which the additional staffing occupational therapy resources are slowly but steadily reducing as their impact is felt as more posts have been filled. Current occupational therapy waiting lists have about 1350 adults recorded as needing an occupational therapy assessment with the greater numbers waiting in central, but this does represent a significant reduction since January 2018 when the numbers of people waiting were above 1850.

This also means average waiting times have come down considerably. Comparing the last two years 'Occupational Therapy Average times' for assessment times give days from initial request to assessment completed. Overall this has come down from 114 in 2016/17 to 90 days in 2017/18, but there is some significant variation by area. Nevertheless, the trend continues to be improving across the county and in the places where the waiting times were at their longest.

Referrals for community assessments are prioritised according to a decision making framework which is set out at Appendix 'A'. This means that those in greatest need and risk are seen much more quickly and that is important to note. However, where the risk is much lower waiting times as a consequence can take much longer.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

Financial

The mitigation factors for prioritising and managing assessment activity detailed within the report in terms of current approved staffing levels, prevention activity and the approach to charging for services are built into the 2018/19 budget.

List of Background Papers

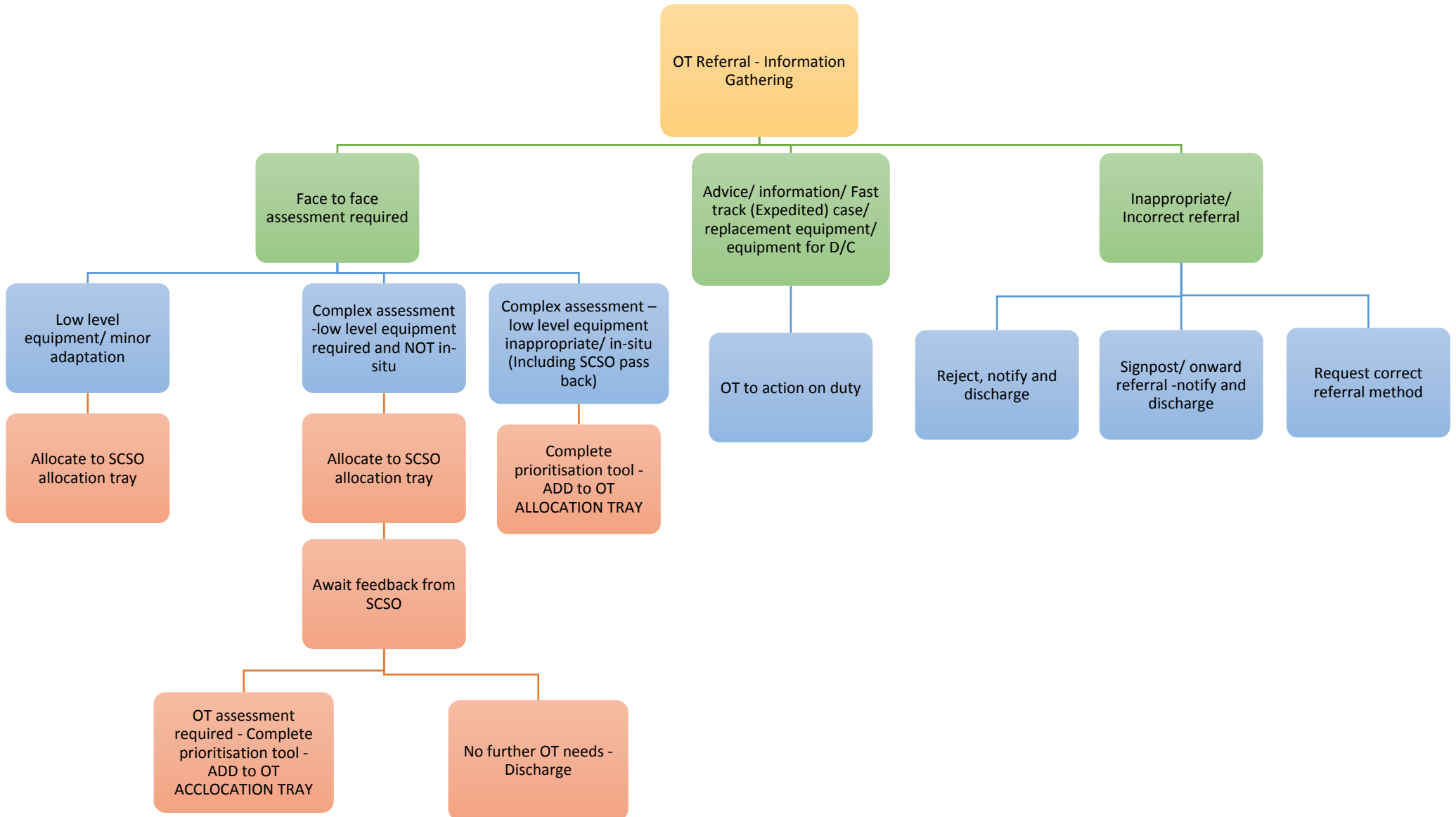| Paper	Date	Contact/Tel
Delayed Transfers of Care, item 4, Health Scrutiny	23 January 2018	http://council.lancashire.gov.uk/mgAi.aspx?ID=55027

| Better Care Fund Performance and Finance update, item 9, Health and Wellbeing Board | 20 March 2018 | http://council.lancashire.gov.uk/mgAi.aspx?ID=55952 |

Reason for inclusion in Part II, if appropriate

N/A

Community Occupational Therapy Screening Process

```
                        ┌─────────────────────────┐
                        │  OT Referral - Information│
                        │        Gathering          │
                        └─────────────────────────┘
        ┌───────────────────────┬───────────────────────────┐
        │                       │                           │
┌──────────────┐      ┌──────────────────────┐    ┌──────────────────┐
│  Face to face│      │ Advice/ information/ │    │   Inappropriate/ │
│  assessment  │      │ Fast track (Expedited│    │  Incorrect referral│
│   required   │      │ case/ replacement    │    └──────────────────┘
└──────────────┘      │ equipment/ equipment │
                      │      for D/C         │
                      └──────────────────────┘
```

Face to face assessment required

- **Low level equipment/ minor adaptation**
  - Allocate to SCSO allocation tray

- **Complex assessment - low level equipment required and NOT in-situ**
  - Allocate to SCSO allocation tray
    - Await feedback from SCSO
      - OT assessment required - Complete prioritisation tool - ADD to OT ACCLOCATION TRAY
      - No further OT needs - Discharge

- **Complex assessment – low level equipment inappropriate/ in-situ (Including SCSO pass back)**
  - Complete prioritisation tool - ADD to OT ALLOCATION TRAY

Advice/ information/ Fast track (Expedited) case/ replacement equipment/ equipment for D/C

- OT to action on duty

Inappropriate/ Incorrect referral

- Reject, notify and discharge
- Signpost/ onward referral -notify and discharge
- Request correct referral method

Community Occupational Therapy Screening Process

Social Care Support Officer (SCSO) Allocation

Always consider if referral is appropriate for assessment by SCSO in first instance.

Cases suitable for SCSO:

- Non-complex medical conditions (Can have multiple none-complex conditions), or more complex conditions that are stable/ only require low level Essential Quality Requirements (EQR)/ May need OT intervention following provision of low level equipment

  - Low level equipment/ minor adaptations - this should always be the first consideration. For example, referral may be for a 'stair-lift' or 'level access shower' however, extra banister rail and bathing equipment should be considered first by an SCSO.

  - Low level equipment/ minor adaptations required to meet essential needs with pass back required to OT for more complex equipment/ adaptation. EG: A Service User (SU) struggling with stairs/ toileting/ bed transfer but also requiring seating assessment can be assigned to an SCSO to provide low level equipment then sent back to OT waiting list for prioritisation. The pass back from SCSO should be prioritised and given relevant priority status.

Referrals that should be dealt with at screening by duty OT:

- **Equipment for hospital discharge** (out of area hospitals only).
- **Inappropriate referrals**. This may require further information gathering. For example referrals from district nurses; ramping for ambulant SU's or for mobility scooter access. These types of referrals can potentially be closed at screening if not appropriate for OT and the SU is informed and signposted to relevant services.
- **Incorrect method of referral** – Should be reassigned back to referrer to complete 'action plan' or 'contact assessment' (Link to existing referral)
- **Insufficient information on referral** – Should be reassigned back to referrer with request for required information
- **Ramping for ambulant persons or for mobility scooters.** LCC do not ordinarily provide ramping for these service users, however, it is important to screen the referral, taking into account the individual circumstances and ensuring compliance with the care act. Other alternatives should always be considered prior to allocating for assessment. IE: Half step, rails, platform to facilitate walking frame etc. A SU would not be eligible for ramping just to house their scooter for security purposes. If following screening, SU is eligible for assessment then prioritise accordingly or assign to SCSO.

Community Occupational Therapy Screening Process

- **Broken equipment** – replacements should be ordered via prescription or a repair/ replacement organised via Transforming Community Equipment Service (TCES) where possible. If a new assessment is required then it should be prioritised accordingly or reassigned to an SCSO.
- **Unable to complete functional transfers** – Telephone screening should be completed to ascertain if equipment can be provided immediately via a prescription and then referral screened and prioritised accordingly.
- **Pass backs from SCSO** requesting level access shower facilities. Fast-track/ expedited recommendation should be considered and if appropriate, action plan sent to operations admin for Disabled Facilities Grant. If not appropriate should be prioritised accordingly.
- Section 75 and health referrals (East only) to be screened as per section 75 agreement and action plan completed for relevant integrated therapy team.
- Referrals for mobility/ mobility aids/ wheelchairs only – signpost to GP for physio/ Specialist Mobility Rehabilitation Centre (SMRC) referral.

If FACE to FACE OT assessment is required please identify priority using table below:

Change in functional ability		Impact on Service User	
SCORE 5	Major Risk • **SUDDEN DECLINE** in function – IE: **UNABLE** to complete essential tasks/ transfers/ functional mobility • Breakdown of **ESSENTIAL** equipment – IE: Slings, hoists • Environmental changes **PREVENTING** performance of **ESSENTIAL** tasks – IE: cannot access toilet/sleeping facilities/ WC user who cannot get out of property independently solely due to of access issues • **HIGH** risk of falls with **NO** previous falls intervention • **SUDDEN** deterioration in cognition **AND** no formal/informal support in place • Palliative diagnosis **WITH** sudden deterioration in condition	**SCORE 5**	Major Impact • **SUDDEN SEVERE DETERIORATION** in health/ mental health/ well-being of SU or carer • Highly unstable situation • **HIGH RISK** of hospital / care home admission • End of life pathway and unable to remain in preferred place of care without intervention • **HIGH RISK** of carer breakdown without urgent OT intervention • **HIGH RISK** of pressure damage due to immobility (only when no pressure care management in place) If pressure care only – Refer to DN's • Care agency needs **ESSENTIAL** equipment to support • **HIGH RISK** of injury to SU or carer due to inappropriate equipment • **Safeguarding** alert requiring **URGENT** occupational therapy intervention
SCORE	Severe Risk	**SCORE**	Severe impact

Community Occupational Therapy Screening Process

4		4	
4	• **Significant** difficulty with essential transfers/ functional mobility • **Significant** difficulty with essential activities of daily living • Change of environment or equipment breakdown resulting in need for a **URGENT** review • **ESSENTIAL** equipment no longer meets needs and requires **URGENT** review • Hospital discharge check • Risk of falls • **SUDDEN DETERIORATION** in cognition with formal/informal support in place	**4**	• **SIGNIFICANT DETERIORATION** in health/ mental health/ well-being of SU or carer • **SIGNIFICANT** emotional distress to SU or carer • **SIGNIFICANT** risk of carer breakdown • **SIGNIFICANT** risk of hospital/ care home admission • **SIGNIFICANT** risk of injury during transfers as a result of inappropriate equipment • Lack of timely intervention likely to result in **SIGNIFICANT** decrease in function
SCORE 3	Moderate Risk • **STEADY DECLINE** in function and OT intervention could improve situation • **SOME DIFFICULTY** with essential transfers/ functional mobility • **SOME DIFFICULTY** with essential activities of daily living • Equipment no longer meets needs • Environmental factors resulting in **DIFFICULTY** carrying out essential ADL's • Pre elective surgery • **STEADY DETERIORATION** in cognition	**SCORE 3**	Moderate Impact • **SOME** changes in health/ mental health/ well-being of SU or carer • **SOME** emotional distress • Risk of carer breakdown • Effective pressure care plan in place • Unable to manage usual paid employment or leisure activities
SCORE 2	Minor Risk • **SLOW DECLINE** in function • **NON-ESSENTIAL** activities of daily living	**SCORE 2**	Minor Impact • **MINOR** change in health/ mental health/ well-being of SU or carer
SCORE	Insignificant • **MINIMAL** change in function	**SCORE**	Insignificant • **MINIMAL** impact reported

Community Occupational Therapy Screening Process

1	• Could be addressed by others/ self/signposting • Funding for non-essential equipment	1	• Previous OT assessment completed – no change

CHANGE IN FUNCTION	IMPACT ON SERVICE USER				
	1 Insignificant	2 Minor	3 Moderate	4 Severe	5 Major
1 Insignificant	1 Very low	2 Low	3 Low	4 Low	5 Moderate
2 Minor	2 Low	4 Low	6 Normal	8 Normal	10 Moderate
3 Moderate	3 Low	6 Normal	9 Normal	12 High	15 High
4 Severe	4 Low	8 Normal	12 High	16 High	20 Urgent
5 Major	5 Normal	10 Normal	15 High	20 Urgent	25 Urgent

Risk Rating	LAS Priority Rating for Allocation Tray
1-4 – Low (L)	Low Priority (L)
5-10 – Normal (N)	Normal Priority (N)
12-16 – High (H)	High Priority/ Normal Complexity (H)
20-25 – Urgent (U)	High Priority / High Complexity (U)

Cabinet Committee on Performance Improvement
Meeting to be held on Wednesday, 18 April 2018

Report of the Head of Service Policy, Information and Commissioning (Start Well)

Electoral Division affected:
(All Divisions);

Withdrawal from the European Union: Implications for Lancashire County Council

Contact for further information:
Kieran Curran, Policy, Information and Commissioning Manager (Live Well), Lancashire County Council, Tel: 01772 536068, kieran.curran@lancashire.gov.uk

Executive Summary

At the September 2017 meeting, the Cabinet Committee on Performance Improvement requested further information around the implications of the UK's withdrawal from the European Union on the County Council.

This report updates the Cabinet Committee on some of the more significant issues facing the County Council in the wake of the United Kingdom's exit from the European Union.

Recommendation

The Cabinet Committee is recommended to note the report.

Background and Advice

At its meeting on 12 September 2017, the Cabinet Committee received a report detailing some of the more significant issues facing the County Council in the wake of the United Kingdom's invocation of Article 50 of the Treaty on the European Union. This information had been requested by the Cabinet Committee at their meeting on 27 June 2017.

The Committee noted the contents of the September report and requested a further report to be presented to the Cabinet Committee in early 2018.

The following sections provide updates on a range of issues that could affect the County Council following the United Kingdom's withdrawal from the European Union in March 2019. This paper does not speculate as to the possible outcome(s) of the negotiation process or make any judgments about the efficacy of any individual

Lancashire
County Council

policy decision, nor take a view on the likely impact of any transition process introduced as a result of the negotiation.

1. Impact on regional economic growth

Reports released by the Department for Exiting the European Union in February show how all areas of the United Kingdom would be affected under the three most likely future trading scenarios (if the United Kingdom left the European Union but stayed in the single market; if the United Kingdom reaches a trade deal with the European Union; or if the United Kingdom left the European Union without a deal and trade becomes subject to World Trade Organisation rules). Ministers agreed to allow Members of Parliament to see the reports, following a leak of some of the information to the media. In each scenario in the forecasts UK growth would be lower than if the United Kingdom had remained in the European Union, by 2%, 5% and 8% respectively, than currently forecast over a 15-year period.

However, Her Majesty's Government said the findings are merely a "provisional internal analysis, part of a broad ongoing programme of analysis, and further work is in progress" and said the figures do not measure the impact of the United Kingdom's preferred option of a bespoke and comprehensive trade agreement covering goods and financial services.

The latest figures from the Purchase Managers Index show that business activity in the North West is now growing faster than London. The most recent Markit/CPI Purchasing Managers Index show the North West with an Index of 56.9 (any figure above 50 is an indication of growth), outstripping London's figure of 54.

Government region	Single market	Free trade	No deal
East Midlands	-1.8%	-5%	-8.5%
Eastern	-1.8%	-5%	-8%
London	-1%	-2%	-3.5%
North-East	-3%	-11%	-16%
North-West	-2.5%	-8%	-12%
South-East	-1.5%	-4.5%	-7.5%
South-West	-1%	-2%	-5%
West Midlands	-2.5%	-8%	-13%
Yorkshire and Humber	-1.5%	-5%	-7%
Northern Ireland	-2.5%	-8%	-12%
Scotland	-2.5%	-6%	-9%

Wales	-1.5%	-5.5%	-9.5%
UK	-2%	-5%	-8%

Figure 1: Government assessment of withdrawal deals on economic growth over 15 years compared to current forecasts. Source: Department for Exiting the European Union.

2. Impact on inward migration

The number of European Union citizens leaving the UK in the year to September 2017 was the highest since 2008, according to the Office for National Statistics. **However,** significant numbers of European Union citizens continue to move to the UK.

The number of European Union citizens coming into the United Kingdom fell by 47,000 to 220,000. Over the same period, 130,000 European Union citizens left the country, meaning net migration for European Union citizens has now returned to the level last seen in 2012. Migration of both non-European Union and European Union citizens is still adding to the United Kingdom population.

According to Nicola White, Head of International Migration Statistics at the Office for National Statistics: "Brexit could well be a factor in people's decision to move to or from the United Kingdom, but people's decision to migrate is complicated and can be influenced by lots of different reasons."

3. Impact on workforce

The Migration Advisory Committee has been commissioned by Government to consider the impacts of withdrawal on the United Kingdom labour market and aligning the United Kingdom's immigration system with a modern Industrial Strategy. The panel will consider a range of options to address any skills shortages arising from withdrawal and will report back to Government by September 2018. In addition, the Government will be consulting on the Industrial Strategy later this year.

A recent poll of members by the North and Western Lancashire Chamber of Commerce revealed that, while a majority of respondents said they had never employed EU migrant workers, there are some concerns that employment restrictions would harm productivity and significantly increase labour costs.

- The majority of respondents (64%) either do not or never have employed European Union migrant workers.
- Of those that have employed European Union migrants, 30% have employed low skilled workers; 20% semi-skilled; 25% highly skilled; and 35% a mix of all three.
- 78% had not noticed any change in the number of European Union workers applying for jobs or leaving current jobs. The 22% who reported change said they had seen a mix of fewer job applications, workers leaving current jobs or expressing an intention to return home in the near future. A few isolated cases actually reported an increase in job applications from European Union nationals.

- 26% indicated that their business would be impacted if access to migrant labour was restricted post-withdrawal.

Source: North and Western Lancashire Chamber of Commerce.

Nationally, business leaders in some sectors (including the National Farmers' Union and Freight Transport Association) have called on the Government to release its assessment (due in September) of the United Kingdom's reliance on European Union workers amid growing fears of labour shortages in agriculture and logistics.

Similar concerns prompted the Environment, Food and Rural Affairs Committee in February to re-open an inquiry into whether the labour situation in agriculture, horticulture and food production has improved or deteriorated over the past year, and to "inquire into whether the Government's statements at the time have proven accurate".

While there may be some significant concerns across local government around workforce, migration and skills, the impact of any restrictions on European Union migration would vary greatly in different areas and sectors. Social care is a good example – only two per cent of the workforce in the North East come from a European Union background, whereas it is well over 10 per cent in London. For councils, Local Enterprise Partnerships and businesses, this will continue to be a crucial issue until the final terms of our withdrawal are known.

Though it is likely that existing European Union citizens will be able to remain in the United Kingdom (even if they arrived following the triggering of Article 50 last year), the impact on the future workforce and of European Union workers moving home are not yet clear. Speculation about how these issues may ultimately be resolved also touch on other opportunities for local government, such as the potential for a more devolved skills and employment policy post-withdrawal. For councils, Local Enterprise Partnerships and businesses, this will be a crucial question until the final terms of our withdrawal are known.

4. Impact on manufacturing

A little more than half (52%) of the North West's manufactured goods exports currently go to the European Union and Lancashire features some of the largest concentrations of advanced manufacturing and chemicals production in the United Kingdom. According to analysis from the UK Trade Policy Observatory, areas most at risk to substantial employment losses in these high-tech sectors include Fylde and Ribble Valley, where "for every 100,000 economically active residents more than 1,500 high tech jobs may be lost". Fylde and Ribble Valley, "are specialised (as well as highly reliant) on the manufacture of air and spacecraft" for jobs. The Observatory's simulation result for a 'no deal' withdrawal suggests that the air and spacecraft industry may shrink by 8.1%.

5. Impact on the National Health Service

Analysis carried out by the BBC's Data Unit shows a national trend of increasing numbers of European Union workers leaving NHS Trusts over the last three years. However, this trend is not replicated in Lancashire.

In four of the six trusts in Lancashire the proportion of European Union staff leaving in the first six months of 2017 was less than the proportion of European Union leavers in 2014-15. NHS Trusts in Lancashire are also retaining a steady level of European Union nationals in their workforces with significant numbers of European Union workers continuing to join Lancashire Trusts, even in the two Trusts experiencing a slightly higher rate of European Union departures in 2017 compared with previous years.

Only one Trust (Blackpool Teaching Hospitals NHS Foundation Trust) is seeing a "diverging" trend of increasing numbers of European Union nationals leaving and decreasing numbers of European Union nationals joining year-on-year.

A spokesman for the Blackpool Foundation Trust told reporters: "We are not particularly seeing a 'Brexit effect' in terms of recruitment at our Trust… Over the last two years we have recruited nurses from the European Union and further afield to support our nursing workforce and continue to do so. The majority of those recruited remain, though some have gone back home or to work elsewhere for a variety of reasons."

6. Impact on European Union structural funding streams

The future of European Union structural funds and what kind of arrangements will be made for regional funds once we leave the European Union are among the most important issues for local authorities. The uncertainties over European Union funding are exacerbated by the growing pressures on mainstream local government funding. This is particularly the case within the context of changes to business rates and greater local authority reliance on them.

European Union structural funds support economic development through measures like job creation, skills for young people and infrastructure. Between 2014-2020 the UK is set to receive €10.9 billion (approx. £9.5 billion) in European Regional Development and European Social Funds. Further information on how these funds have functioned in Lancashire was provided in the report to the Committee in September 2017.

The Conservative manifesto at the 2017 General Election pledged to establish a United Kingdom *Shared Prosperity Fund* to replace various European structural and investment funds. While no further details have been announced, Secretary of State Sajid Javid told the Housing, Communities and Local Government Select Committee (which is carrying out an inquiry into European Union withdrawal and local government – oral and written evidence can be found on the committee's webpage) in January that "we will create a simpler fund, which is easier to access for local areas. As announced in the Industrial Strategy, government committed to consult publicly on the detailed design of the fund this year."

However, while the government promises that this funding will be replaced, there is currently no clarity over how it will be allocated. This provides further uncertainty to councils and potential changes to existing funding risks damaging local economic growth potential. Councils and partners in the voluntary sector will want reassurance

that the shared prosperity fund continues to support the groups and individuals that have been supported through the European Social Fund – those furthest from the labour market for example.

Local government expert Professor Tony Travers *of the London School of Economics* told the Select Committee last December*:*

> "The complex question is knowing how whatever follows will operate – it is all hypothetical – in the real world of United Kingdom public finance. A new fund may be set up, and will be set up according to the Government, but the question is, how would it operate? Would it replicate what was done before?"

Witnesses also highlighted the need for greater understanding of the impact of withdrawal on different parts of the country, which may require an analysis of the strengths and assets of different places. This is, of course, extremely challenging at a stage where the negotiations over future trading relationships have barely begun. However, it will become increasingly important for local government, individual councils or groups of councils to have access to the negotiations.

7. Representation of local government in the withdrawal negotiations and beyond

Local government has continually requested a voice at the negotiating table. Giving evidence to the Select Committee last December, Jessie Hamshar, Service Director at Cornwall County Council said:

> "Local government was promised a seat at the table. It is not clear even where the table is, never mind what the seat is. If you look at the five committees that have been set up, even at a ministerial level the Secretary of State [for local government] is represented at only one of them, and it is the committee that is looking at the day-to-day issues that arise. It is not one of the negotiating table committees."

Specific concerns have also been raised that the Secretary of State has no seat at the European Union Exit and Trade (Domestic Preparedness, Legislation and Devolution) sub-Committee which oversees domestic policy preparations and implementation of the terms of the UK's withdrawal.

The Secretary of State told the Select Committee in January:

> "My department has undertaken direct engagement with local authorities and stakeholders across the country. I would welcome the views of the Committee on how Government can engage with local government and other stakeholders to best effect, to ensure the voice of every region is heard in the negotiations".

Mr Javid also mentioned the Committee of the Regions:

> "Government is committed to conducting further detailed conversations with the four local government associations about how the consultative role of the Committee of the Regions may be replicated, in a non-statutory way, domestically. We believe this will complement the wide ranging domestic processes and procedures the Government already has for consulting local government when developing new policies or legislation which will impact them'.

8. Survey: A view from Leaders and Chief Executives

A survey of all council Leaders and Chief Executives in Britain uncovered some dissatisfaction with the level of support and engagement that councils are receiving from central government over European Union withdrawal. Only four per cent said they were receiving adequate support, while 68 per cent thought it was insufficient.

The survey, conducted by the New Local Government Network, found that 61% of Leaders and Chief Executives believed withdrawal would have a negative or very negative impact on their local economy. Only 12% believed it would have a positive impact or very positive impact while 26% felt withdrawal's impact would be neutral.

The survey, with responses from 185 council chiefs, also found widespread dissatisfaction with the help provided to councils by central government in preparing for the UK's withdrawal. 68% disagreed or strongly disagreed that their councils were receiving adequate engagement and support from Whitehall. Only 4% felt they were receiving adequate support and 27% neither agreed nor disagreed.

9. Devolution and regulatory powers

Councils are understandably concerned about the immediate and practical effects of budget constraints and service challenges, particularly in the context of European Union withdrawal. However, Brexit also poses other questions regarding powers and regulations and how many (or indeed, if) laws returned to the United Kingdom will be devolved to local government.

Helen Dickinson, Assistant Chief Executive, Newcastle City Council, told the Select Committee:

> "The general question of transferring European Union legislation into United Kingdom law raises three issues for us in local government: the impact that the risk of ambiguity in the transitional phase could have on us; the flexibility in how the legislation is transferred; and the capacity and resources to prepare."

A number of submissions to the Select Committee's Inquiry have suggested that demands to "take back control" must be reflected in greater devolution of powers, particularly over finance, to local government. Similarly, there have been calls for the formal devolution of any future regional funding mechanisms. Even if they should be devolved the question is how: What role would there be for the new combined authorities and mayors and for those areas without such arrangements and how would a new system fit with reforms to local government finance?

10. Impact on regulatory frameworks

The report submitted to the Committee last September identified a number of areas where withdrawal from the European Union could alter the regulatory context governing a number of county council services and business operating in the county (and the nuclear industry in particular). These include environmental policy, waste,

human resources, procurement and competition law, social work regulation and accreditation, the rights of people with disabilities, and Health & Safety regulations, among others.

Government has provided some additional clarity on these issues since publication of the Committee report but we still await word on the detailed forms of regulatory standards, which remain wrapped up in wider trade negotiations and the future state of the United Kingdom's border with the Republic of Ireland. Both regulatory alignment and regulatory divergence have been mooted for different sectors with further detail likely before by the autumn, depending on the progress of the negotiations. A further update will be provided in the next report to the Committee.

With that said, Cabinet ministers have provided broad statements on the likely course of Britain's regulatory approach following withdrawal from the Union:

> "Brexit will inevitably mean a change in the way companies do business. It has to, if we are to make good on the referendum result, and carve a path for Britain to strike its own trade deals, have its own immigration policy and make our courts sovereign once more. But my message to you is that these goals will not change the kind of country Britain is. A dynamic and open country … One leading a race to the top in global standards."

David Davis, speech to business leaders in Vienna, February 2018.

> "We are taking two completely interconnected and aligned economies with high levels of trade between them, and selectively moving them, hopefully very modestly, apart."

Phillip Hammond, Davos, January 2018.

The Prime Minister had also promoted a "three baskets" approach in which the United Kingdom would choose one of the following options: adhering to European Union regulations; managed "mutual recognition" whereby the United Kingdom agreed with the European Union to achieve the same outcome with different tools (as a way to avoid a "hard" border in Northern Ireland and minimise trade disruption); or making up its own rules altogether. European Union negotiators have expressed scepticism regarding "mutual recognition" and, historically, the Union has operated a strong form of mutual recognition *within* the single market. However, the European Union may not extend anything like the same courtesy to trading partners outside the bloc.

Despite continued uncertainty about the precise forms of post-withdrawal trade regulations, recent pronouncement from members of the government suggest that a "bonfire of red tape" is less likely than previously thought. Ministers have even praised existing systems of regulation:

> "While we have been a member of the European Union, the United Kingdom has been instrumental in the design of its rules. Why? Because we are a leading proponent of the rules-based international system."

David Davies, February 2018

Similarly, the United Kingdom is set to aim to meet the European Union's tough new recycling targets which expect member states to recycle 65 per cent of household

waste by 2030 – significantly higher than the United Kingdom's current recycling rate. It was initially unclear whether the United Kingdom would be forced to adhere to these targets given its imminent withdrawal, but it now appears that the Government is planning to support the package. Environment Secretary Michael Gove has also urged Britain to resist pressure from the United States for lower food and animal welfare standards (and acknowledged the post-withdrawal pressures on recruitment in a February speech to the National Farmers' Union).

There has been even less clarity about whether European state aid rules should be maintained. David Davis has said that "fair competition means that it cannot be right that a company situated in the European Union would be able to be heavily subsidised by the state but still have unfettered access to the United Kingdom market, and vice versa." However, Mr Gove has condemned European Union rules on state aid, which he said had prevented vital infrastructure investments such as high-speed broadband.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

This report is a review of the known policy issues potentially faced by the UK, and the local government sector in particular, as a result of the United Kingdom's withdrawal from the European Union. It makes no recommendations regarding any specific policy approach and the report has not analysed or assessed the precise impact of such.

List of Background Papers

Paper	Date	Contact/Tel

N/A

Reason for inclusion in Part II, if appropriate

N/A