

Lancashire County Council

Cabinet Committee on Performance Improvement

Wednesday, 19th February, 2020 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Agenda

Part I (Open to Press and Public)

No. Item

1. **Apologies for Absence**

2. **Disclosure of Pecuniary and Non-Pecuniary Interests**

Members are asked to consider any Pecuniary and Non-Pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

3. **Minutes of the Meeting held on 15th October 2019** (Pages 1 - 4)

4. **Corporate Risk and Opportunity Register Quarter 3 2019/20** (Pages 5 - 24)

5. **Corporate Strategy Monitoring report – Quarter 3 2019/20 Performance Monitoring** (Pages 25 - 42)

6. **Urgent Business**

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

7. **Date of Next Meeting**

The next meeting of the Cabinet Committee on Performance Improvement will be held at 2.00pm on Thursday 30th April 2020 in Committee Room B – The Diamond Jubilee Room, County Hall, Preston.

8. Notice of Intention to Conduct Business in Private

The meeting is likely to move into private session to consider the following report, and the public will be excluded from that part of the meeting. The reason for this is that the report will involve the disclosure of confidential and/or exempt information as defined within S100A(3) and Schedule 12A of the Local Government Act 1972. A final decision on whether the meeting shall move into private session will be taken during the meeting.

A notice was published in accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. No representations have been received in response to this Notice.

9. Exclusion of the Press and Public

The Committee is asked to consider, whether, under Section 100A(4) of the Local Government Act, 1972, it considers that the public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part 1 of Schedule 12 to the Local Government Act, 1972 as indicated against the heading to the items, and that in all circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Part II (Not Open to Press and Public)

- 10. Update Report on the Performance of Lancashire County Council's Waste Processing Facilities** (Pages 43 - 52)

L Sales
Director of Corporate Services

County Hall
Preston

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Tuesday, 15th October, 2019 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Present:

County Councillor Keith Iddon (Chair)

County Councillors

M Green

G Gooch

C Crompton

P Williamson

1. Apologies for Absence

Apologies were received from County Councillor Driver.

County Councillor Iddon took the Chair in County Councillor Driver's absence.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

No pecuniary or non-pecuniary interests were disclosed.

3. Minutes of the Meeting held on 12th September 2019

Resolved: That the minutes of the meeting held on 12th September 2019 be confirmed and signed by the Chair.

4. Statutory Social Care and Corporate Complaints Annual Reports for 2018/19 - Complaints and Customer Feedback

A report was presented by Angela Esslinger, Complaints and Appeals Manager, providing complaints and customer feedback reports on both the Statutory Social Care Annual Report (with separate sections for both adult and children and young people's services) and the Non-Statutory Corporate Complaints Report for 2018/19.

It was reported that complaints represented just over 1% of all active adult social care and children's social care cases throughout Lancashire in 2018/19.

The Cabinet Committee noted that there had been 538 complaints about adult social care in 2018/19 which had been broadly the same for 2017/18. However, it was reported that people were more likely to compliment the adult social care service, rather than to complain, and that these compliments had risen from 615 in 2017/18 to 692 in 2018/19.

Children's social care complaints had risen slightly to 289 in 2018/19 from 280 in 2017/18. It was appreciated that due to the nature of the work, not many compliments were received for children's social care services. It was reported that social work practice continued to be the most frequent subject of complaint, covering more than 61% of all children's social care complaints.

Ombudsman complaints had decreased for both adults and children's social care.

Lessons learnt from upheld complaints were detailed within Appendix 'A'. It was appreciated that communication issues were at the heart of many complaints and that, if this were addressed, many complaints would be resolved much earlier in the process.

The Cabinet Committee noted that there was a shortage of children's social care Social Workers and that this was the case nationally.

County Councillor Williamson reported that the county council had a good handle on where children's social care complaints were coming from and thanked Angela for all her hard work.

In relation to non-statutory corporate complaints, Lancashire County Council had dealt with 1188 expressions of dissatisfaction in 2018/19, which was a reduction of 3% on the previous year. It was noted that the vast majority of these had been resolved and nipped in the bud as routine service issues, early in the complaint process. It was reported that 35% of expressions of dissatisfaction had been about highways, although this was a significant reduction from 2017/18 when the proportion had been 50%.

A total of 34 final decisions had been made by the Local Government & Social Care Ombudsman in 2018/19: 76% of these were not investigated, 15% were upheld or partly upheld and 9% were not upheld.

It was reported that, in the last two quarters, no corporate complaints had been upheld by the Local Government and Social Care Ombudsman.

The Cabinet Committee noted that a total of 8794 corporate compliments had been received in 2018/19 and that 92% of these were in relation to public health commissioned services.

Lessons learnt from upheld corporate complaints (mainly about blue badges) were detailed within Appendix 'B'.

Angela reported that she had organised some Corporate Complaints Management Training, which she would undertake.

Resolved: The Cabinet Committee on Performance Improvement noted the statutory Social Care complaints report for Children and Young People and

Adults services for 2018/19, and the Corporate Complaints report, acknowledging the associated learning.

5. Corporate Strategy: Performance Monitoring Proposals

A report was presented by Donna Talbot, Head of Business Intelligence, on proposed performance indicators against the following 5 objectives of the Corporate Strategy 'A Vision for Lancashire', which had been approved by Full Council on 14 February 2019:

- Lancashire will be the place to live
- Lancashire will be the place to work
- Lancashire will be the place to prosper
- Lancashire will be the place to visit
- Lancashire will be the place where everyone acts responsibly

A workshop for all Members of all Scrutiny Committees had been held in June 2019, to debate the proposed key metrics or to identify additional ones as required. The report at Appendix 'A' reflected these considerations, the proposed performance indicators, the response to queries raised and officer recommendations.

It was reported that targets were currently being developed against the metrics and that these would be referred to the Internal Scrutiny Committee for review who would then make recommendations to Cabinet.

The Cabinet Committee noted that the new metrics and targets would be included within the future quarterly corporate performance monitoring reports to the Cabinet Committee, in addition to detailed reports on the proposed indicators, to enable a more in-depth discussion. Reporting using the new format would start in February 2020.

It was reported that a forward plan for the annual reports would be developed with the Leader of the County Council, as Chair of the Cabinet Committee.

County Councillor Green pointed out that we may not see a lot of movement for the following quarterly performance indicators:

- Number of Rosebud loans provided to new or existing businesses
- Number of jobs created by Boost
- New businesses established

Resolved: The Cabinet Committee on Performance Improvement agreed the performance monitoring proposals for the Corporate Strategy.

6. Urgent Business

There were no items of Urgent Business.

7. Date of Next Meeting

The next meeting of the Cabinet Committee on Performance Improvement would be held at 2.00pm on Wednesday 11th December 2019 in Committee Room B – The Diamond Jubilee Room, County Hall, Preston.

L Sales
Director of Corporate Services

County Hall
Preston

Cabinet Committee on Performance Improvement

Meeting to be held on Wednesday, 19 February 2020

Report of the Head of Legal & Democratic Services

Part I

Electoral Division affected:
(All Divisions);

Corporate Risk and Opportunity Register Quarter 3 2019/20

(Appendix 'A' refers)

Contact for further information:

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

Paul.bond@lancashire.gov.uk

Executive Summary

This report provides an updated (quarter 3) Corporate Risk and Opportunity Register for the Cabinet Committee to consider and comment upon. The report also provides an update on a pilot that is being undertaken within Education and Children's Services to improve management information in relation to risk.

Recommendation

The Cabinet Committee on Performance Improvement is asked to note the updated Corporate Risk and Opportunity Register as set out at Appendix 'A'.

Background and Advice

Following the corporate approach to reporting on risk and opportunity, the quarter 3 Risk and Opportunity Register was reported to Corporate Management Team following a review of the register. The register has now been updated to show progress against the risks and opportunities. For this quarter, a new risk has been added in relation to the county council's relationship with the Lancashire and South Cumbria Integrated Care System. Details of the new risk are set out at CR13 in the register. An updated Corporate Risk and Opportunity Register is attached at Appendix 'A'.

A summary of the key updates to the register is set out below.

Corporate Risks (CR)

CR1 Reshaping the county council

This risk replaces the previous risk on delivering the operational plan, and focuses on having the right workforce plans, capacity and skills to ensure we are sufficiently innovative/radical to transform services at the required pace, in order to achieve the scale of change needed to deliver a balanced budget. This has been updated and includes:

- reference to developing the Organisational Development strategy
- Our story and aiming to be council of the year 2021
- Staff survey results

It also covers further embedding a focus on service delivery through a second phase of the service challenge process. This has been updated to indicate that completed templates will feed into the budget setting process.

CR 2 - Protect and safeguard children

Work has begun to implement the new Family Safeguarding model to ensure a clear focus on demand management. Hertfordshire County Council is working with us to review the Multi Agency Safeguarding Hub in the context of the new model.

CR 3 - Complying with statutory requirements and duties relating to children looked after, children in need and children leaving care

The Getting to Good plan has been refreshed and an Ofsted visit focussing on "permanence", took place on 4 and 5 November 2019. The outcome of the visit will be known after the general election.

CR4 - Increase in demand, including rise in number of contacts and referrals and an increase in children looked after numbers

Work has begun to implement the new Family Safeguarding model to ensure a clear focus on demand management. Hertfordshire County Council is working with us to review the Multi Agency Safeguarding Hub in the context of the new model. Work has begun with partners to implement the multi-agency Early Help strategy.

CR5 – Recruit and retain experienced staff across the organisation

Using the Apprenticeship Levy to retain and develop staff (grow our own) with a focus on difficult to recruit areas.

CR6 - Managing our data well and producing effective management information

Corporate Management Team approved the development of a business intelligence analytics solution proof of concept. The Digital Delivery plan is in place.

CR7 - Implement/maintain core systems that support the organisation, deliver transformational change and deliver efficiencies, cost reductions and produce effective management information that supports management decision making

For this risk there are updates on the support work around service challenge.

CR8 - Delivering major projects/schemes on time and within budget

A lot of work has been undertaken on the asset management strategy that will underpin both the capital strategy and the development of a risk register for the capital programme.

CR9 - Delivering a statutory service for children and young people with special educational needs and/or disabilities

Continued positive progress in the delivery of the Improvement Plan but with some slippage. A transitions strategy and sufficiency strategy have been drafted.

CR10 - Supporting disadvantaged families to fulfil their potential (Troubled Families Programme)

No change.

CR 11 Future provision of ICT services

An ICT transition partner has been appointed along with an Interim Chief Digital Officer. Governance arrangements are now in place and the Digital strategy has been agreed.

CR12 - Intermediate care for older people in a residential setting

The Carnall Farrer Review of Intermediate Care has concluded. This work suggests opportunities for significant improvement and cost savings across the NHS – local government system.

CR13 - Risk that system leadership is unable to address the financial health and care challenges of our population to improve outcomes for children and adults

This is a new risk on the register that focuses on how the county council works with partners to ensure effective health outcomes for children and adults in Lancashire.

Corporate Opportunities (CO)

CO1 - Delivering growth and prosperity for the whole of Lancashire

Main European Regional Development Fund Project Boost, has secured a Grant Funding Agreement and is applying for funding to June 2023.

CO2 - Apprenticeship Levy and apprentice % in public sector

Includes an update on transactional spend.

CO3 – Fair Funding and Business Rate Retention

An update on the business rate retention pilot in Lancashire. Pilot ends March 2020. One year settlement for 20/21 (50% rate retention).

CO4 – Working collaboratively with key health partners

Update on the initial work being undertaken to develop a Lancashire County Council offer to the health economy.

Audit work completed on governance controls

At Audit, Risk and Governance Committee on 27th January, 2020, the Internal Auditor, as part of her progress report, informed the committee that a recent full risk and control evaluation audit on the risk management framework provided substantial assurance.

Review of the Risk Management Process

At a previous Corporate Management Team meeting, it was agreed that the way risk information was currently presented did not lend itself to decision making and suggested that a review be undertaken. At the same meeting, it was also commented on that a directorate level register would be useful as the current service level registers are difficult to digest.

In response to the above, a revised approach has been developed that includes reformatting the existing register and introducing a risk profile summary. The risk profile summary would:

- Clearly show target dates by which the risk rating would become acceptable
- Allow progress monitoring on a quarterly basis (using a red, amber green rating). This will highlight and provide the information on which management decisions can be made
- Provide clearer accountability for actions

The revised approach is currently being piloted in Education and Children's Services.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

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

**Local Government (Access to Information) Act 1985
List of Background Papers**

Paper	Date	Contact/Tel
-------	------	-------------

None

Reason for inclusion in Part II, if appropriate

N/A

Corporate Risk & Opportunity Register Q3 2019/20

Risk Identification Number (RIN)	Description	Risk Type	Possible Risk Consequences	Current Controls	Risk Score	Mitigating Actions	Residual Score	Risk Owner	Direction of Travel
CR1	<p>Reshaping the County Council</p> <p>1. Through our People Strategy, ensuring adequate workforce plans, capacity and skills are in place across the organisation</p>	Organisational	<ul style="list-style-type: none"> Inability to deliver a balanced budget post 2022/23 That the council will not be sufficiently radical or innovative to transform services at the required pace to achieve the scale of change needed over the next 12 months and beyond Change opportunities will be missed that may result in us not meeting the needs of service users or delivering a balanced budget. Lack of buy-in/engagement from staff Managers do not possess the leadership skills required, leading to demotivated staff and poor service delivery The organisation does not have the right people in the right jobs leading to service failure Staff do not know what is expected of them and they do not possess the 	<ul style="list-style-type: none"> Service Challenge Board has been established chaired by the Director of Strategy & Performance Financial Monitoring Boards have been established that are each chaired by the relevant Executive Director Programme Office is managing the overall programme of activity Vision and Values communicated and plan to further embed Implemented a new recruitment system and building a Lancashire brand. This has: <ul style="list-style-type: none"> Improved speed of recruitment Streamlined processes Improved flexibility Established a new career site Introduced a new on-boarding function Improved the health & wellbeing of our staff & improved attendance at work Reviewed and updated performance Engagement Increased employee engagement opportunities New online DBS system 	20	<ul style="list-style-type: none"> Develop a new behavioural framework as the basis from which to drive organisational change Commence development for new Lancashire Induction Continue new suite of leadership and management modules to support development of LCC managers, linked to national occupational standards and apprenticeships Cross organisational themes to be assessed and links to People Strategy Development of 'Inspiration matters' short briefings will link to the newly communicated Values to support the embedding in the organisation. Continue to embed a healthy workplace Develop a workforce planning framework Implement an enhanced induction offer linked with on-boarding Payroll integration Further develop social media presence Cabinet agreed to appoint a partner to work with the council on organisational development. Initial scoping session with directors and Heads of Service has taken place. Narrative on 'our story' has been published with an aspiration to be council of the year 2021 All staff now enrolled on MSc and MBA via Apprenticeship Levy Staff survey completed and analysed. Results to be presented to CMT and Executive Director's senior management teams. Each Director and Head of Service to develop action plans to address issues raised. Key performance indicators to monitor progress against the corporate strategy have been developed by Overview and Scrutiny members 	16 Major/ Likely	Overall Risk Owner is Corporate Management Team (CMT) however there is a lead officer for each work stream	This risk is being monitored by the Service Challenge Board, Financial Monitoring Boards and CMT

	2. Further embed a focus on service delivery	Organisational	<p>skills to adequately do their job</p> <ul style="list-style-type: none"> • Unable to meet Terms and Conditions savings targets • Services become unsustainable and we cannot fulfil our statutory duties • Compounds ability to set balanced budget and unable to deliver a balanced budget post 2022/23 • Insufficient reserves 	<ul style="list-style-type: none"> • New governance structure established. Phase 1 savings being monitoring by Service Challenge Board and Financial Monitoring Boards • Continue to work with staff to develop new options and revisit options • Continue to seek out, learn from and adapt services to follow best practice • Corporate Management Team have agreed to a second phase of the service challenge process • 		<ul style="list-style-type: none"> • Develop process for further challenge. This will include: <ul style="list-style-type: none"> ○ Further challenge for some phase 1 services based on updated benchmarking data Cross cutting themes. There will be a number of work streams under each crosscutting theme with a named lead <ul style="list-style-type: none"> ▪ Organisational <ul style="list-style-type: none"> ▪ Operational design ▪ Terms & conditions ▪ Commissioning ▪ Property ▪ Transport ▪ Finance & Commercial <ul style="list-style-type: none"> ▪ Schools ▪ Broader commercial activity ▪ Health & Care <ul style="list-style-type: none"> ▪ Front door • Business Rate pilot - progress with district council partners - governance arrangements and implementation. • Completed templates to feed into budget setting process. May need to be reassessed in context of budget settlement 			Service Challenge Phase 2 programme to be completed by Autumn 2019
CR2	Protect and safeguard children	People/Service delivery	<ul style="list-style-type: none"> • Children are put at risk of harm. • High profile safeguarding incidents can attract national media attention and trigger an early inspection by Ofsted and ultimately Department for Education (DfE) intervention 	<ul style="list-style-type: none"> • The protection and safeguarding of children, and oversight, is at all levels from Chief Executive to front-line managers to ensure there is an accurate understanding of the quality of practice. • Clear governance and accountability arrangements are in place via the Getting to Good Board and the six boards which report to it: <ul style="list-style-type: none"> ○ Workforce Development Board ○ Purposeful Practice Board ○ Multi-Agency Safeguarding Hub (MASH) and Demand Management Board ○ Permanence and Children In Our Care Board ○ Data Quality and Performance Board ○ Children's Partnership Board • There are effective partnership arrangements at a strategic and operational level. • External reviews of front-line practice are provided by Ofsted, DfE, Local Government Association (LGA) and North West Association of Directors of Children's Services (ADCS) to provide 	16	<ul style="list-style-type: none"> • In line with revised "Working Together" new multi-agency safeguarding arrangements are have now been established on a pan Lancashire basis, to ensure there is a shared responsibility for safeguarding and promoting the welfare of children. • The Getting to Good Plan has now been refreshed to ensure continued improvement. • Multi-agency work on thresholds and completing the MASH / Front Door review is ongoing. Hertfordshire are supporting Lancashire in the review of the MASH and the outcome of the review will allow Lancashire to ascertain the working requirements required to adopt the Family Safeguarding Model across the County. • Work has begun to implement the Family Safeguarding model to ensure a clear focus on demand management and achieving permanency for children outside of local authority care. 	12 Major/possible	Director of Children's Social Care	The risk remains static, and work continues via the Getting to Good Board, and the six Boards which feed into it.

				<p>external, independent evaluation of the quality of practice.</p> <ul style="list-style-type: none"> A system of regular case audits is well embedded and informs training and drives activity to improve the quality of practice. 					
CR3	Complying with statutory requirements and duties relating to children looked after, children in need and children leaving care.	People/service delivery	<ul style="list-style-type: none"> Local authority is legally and financially liable, and may be subject to judicial review if found in breach of its statutory responsibilities. Further DfE intervention if Ofsted judge Children's Services to be inadequate. 	<ul style="list-style-type: none"> The protection and safeguarding of children, and oversight, is at all levels from Chief Executive to front-line managers to ensure there is an accurate understanding of the quality of practice. Clear governance and accountability arrangements are in place via the Getting to Good Board and the six boards which report to it: <ul style="list-style-type: none"> Workforce Development Board Purposeful Practice Board MASH and Demand Management Board Permanence and Children In Our Care Board Data Quality and Performance Board Children's Partnership Board There are effective partnership arrangements at a strategic and operational level. External reviews of front-line practice are provided by Ofsted, DfE, LGA and North West ADCS to provide external, independent evaluation of the quality of practice. A system of regular case audits is well embedded and informs training and drives activity to improve the quality of practice. 	16	<ul style="list-style-type: none"> The Getting to Good Plan has been refreshed, to ensure continued improvement. Progress is monitored via the multi-agency Getting to Good Board Avoid placing children and young people receiving care in unregistered settings A focus visit by Ofsted, focussing on "Permanence", will take place on 4th and 5th November 2019. The outcome of the visit will be known after the general election. 	12 Major/ possible	Director of Children's Social Care	The focus is increasingly on the cultural shift from compliance with statutory requirements to improving quality and strength based practice.
CR4	Increase in demand, including rise in number of contacts and referrals and an increase in Children Looked After (CLA) numbers	People	<ul style="list-style-type: none"> Potential drift and delay - impact on timeliness of assessment, plans and interventions with children & families. Financial implications. 	<ul style="list-style-type: none"> Clear governance and accountability arrangements are in place via the Getting to Good Board and the six boards which report to it. The MASH and Demand Management Board Permanence and Children in Our Care Board have key roles in ensuring oversight of activity to reduce demand. 	16	<ul style="list-style-type: none"> Permanence Action Plan has been developed to help reduce the Children Looked After (CLA) numbers. Sufficiency Strategy includes targets to reduce CLA numbers through prevention of S20 accommodation and children exiting from care. Increased use of Family Group Conferencing as a demand management strategy. Adolescent Support Unit and Outreach Service help to prevent the need for accommodation. Amendment to pre proceedings protocol, and introduction of permanence protocol guidance and toolkit. Multi-agency work on thresholds and completing the MASH / Front Door review is ongoing. Hertfordshire are supporting Lancashire in the review of the MASH on the 31st October. The outcome of the review will allow Lancashire to ascertain the working requirements required to adopt the Family Safeguarding Model across the County. 	16 Major/ Likely	Director of Children's Social Care	The number of children and young people coming in to care has begun to stabilise

						<ul style="list-style-type: none"> • Work has begun to implement the Family Safeguarding model to ensure a clear focus on demand management and achieving permanency for children outside of local authority care. • Work has begun with partners to implement the multi-agency Early Help Strategy, building on the draft strategy developed and ratified with the Children and Families Partnership in May 2019. 			
CR5	Recruit and retain experienced staff across the organisation	People/service delivery	<ul style="list-style-type: none"> • Inability to deliver effective services • Shortage of skilled staff in specific service areas • High caseloads • Increased staff turnover Increased agency spend • Lack of succession planning • Low morale • Negative impact on productivity levels 	<ul style="list-style-type: none"> • Workforce Group established in Children's Social Care to ensure strong focus on recruitment and retention and workforce development. • Social Work Academy established providing robust induction and continuous professional development for social workers, including newly qualified staff. • In Children's Social Care Advanced Practitioner posts established to support social workers to aid staff retention. • Leadership Academy in Children's Social Care now in place with particular focus on up-skilling first line managers to strengthen leadership of practice. • Implemented a new recruitment system and building a Lancashire brand. This has: <ul style="list-style-type: none"> ○ Improved speed of recruitment ○ Streamlined processes ○ Improved flexibility ○ Established a new career site ○ Introduced a new on-boarding function 	16	<ul style="list-style-type: none"> • A strategic approach is planned to further develop council-wide succession planning requirements, to include the recruitment to 'Hard to fill' posts and reduce the reliance on costly agency staff. This will include career pathways. • Proposals will be presented to Corporate Management Team on reshaping the apprenticeship programme to maximise the apprenticeship levy and support the delivery of the People's Strategy • Continue to improve staff engagement through regular pulse surveys • Introduce leadership and management module courses • Corporate induction programme to be reviewed • Develop a more focused graduate offer • Improve the health and wellbeing of staff through initiatives such as the 'time to change' programme 	12 Major/possible	Director of Corporate Services	Level Using Apprenticeship levy to retain and develop staff (grow our own) with a focus on difficult to recruit areas
CR6	Managing our data well and producing effective management information	Organisational	<ul style="list-style-type: none"> • Ineffective collection, collation and input of data • Failure to improve quality of data in council systems including those that have already been implemented and those that are being implemented. • Ineffective use of business intelligence, resulting in the inability to identify and respond to changing trends and inform strategic decisions. • Impact on strategic planning, understanding 	<ul style="list-style-type: none"> • Information Management Strategy. • Accuracy Steering Group chaired by Director of Adult Services oversees a programme of work to improve data quality within systems used by Adult Services • Data Quality and Performance Group oversees quality of information in systems for children's services • Regular provision of management information to staff at all levels across adults and children's services helps to embed ownership of data and improve recording. • Use of 'exception reports' which proactively highlights data anomalies and inconsistencies. • Development of a Corporate Performance Dashboard is facilitating a council-wide view of all services, which will improve the quality of reported data as anomalies will be highlighted. 	16	<ul style="list-style-type: none"> • 'Project Accuracy' for Adults Services focussing on procedures and data quality is progressing. A 'Proof of Concept' project is underway which will quantify the cost and resource needed in order to develop the trackers from core systems. This solution will form part of the toolkit for use across the council. • All requests to the Business Intelligence team for new reports are made using Redmine and are closely monitored. Requests will be challenged/prioritised and potentially refused in order to provide capacity in the Business Intelligence team to test the core systems at peak periods. • CMT and Executive Directors have been alerted that additional resource will be needed to analyse consultation responses with a clear time table for the work. • On 30 October CMT approved the development of a business intelligence analytics solution proof of concept. We are aiming for this to be in place by 31st March 2020. The proof of concept will provide a suite of dashboards relating to adult domiciliary care provision and will replace the community assessment and throughput tracker. This will then be a model for 	12 Major/possible	CMT	Level

			<p>demand management e.g. around demographics and ageing population profile</p> <ul style="list-style-type: none"> • Ineffective reporting arrangements. • Statutory returns will be compromised, so incorrect performance will be reported nationally, with potential for negative financial consequences • OFSTED/Care Quality Commission (CQC)/LGA and other external organisations will be using inaccurate information to judge performance. • Service planning and management will be severely compromised. • Potential for incorrect payment of providers, staff etc 	<ul style="list-style-type: none"> • Performance and Data Quality Group (Children's Services) is a well-established group facilitated by the Practice Improvement Officer. Heat maps have been designed to monitor Annex A data quality. • Clear governance structure in place to ensure a continued focus on data quality/accuracy: <ul style="list-style-type: none"> ○ Data Quality and Performance Group. ○ Practice Improvement Meetings (PIMs) looking at performance and data quality. ○ Children's Portfolio Review Boards have oversight of development of systems ○ Governance Boards established for Early help Module, Education Health Care (EHC) Plans module and the Education Management System. • A Corporate Reporting Strategy has been developed by Business Intelligence in conjunction with Core Systems and BTLs. This is also featuring as part of the developing Digital Strategy & links to the developing data strategy which is part of the Digital First strategy. 	<p>the further development of BI analytics. A data quality dashboard is included which will support work to improve data quality.</p> <ul style="list-style-type: none"> • Workshops have taken place with the Business Intelligence Service, BTLs and Core Business Systems to identify and understand how accurate data will assist. The outcome of these workshops will form the basis of requirements for how the council manages reporting in the future. This will be an integral part of the Digital Strategy. • Digital delivery plan in place 				
CR7	Implement /maintain core systems that support the organisation, deliver transformational change and deliver efficiencies, cost reductions and produce effective management information that supports management decision making.	Organisational /Reputational	<ul style="list-style-type: none"> • Failure to deliver transformational change. Failure to deliver efficiencies and cost reductions. • Failure to produce the information needed to support management decision making. • Lack of management buy-in from service areas to drive forward change. • Failure to ensure that services work to new practices in a consistent way so as to maximise the benefit from 	<ul style="list-style-type: none"> • Roadmaps have been developed for all key major systems. Governance arrangements in place with full impact assessment carried out for all system changes. • Central co-ordination, control and monitoring in place which assists in performance management of BTLs. Corporate wide approach implemented for all system changes involving services, Learning and Development, Business Intelligence etc. on wider impacts and how system changes are managed into the business. <ul style="list-style-type: none"> ▪ Service challenge prioritisation has now taken place alongside existing work plans. Services have given their priorities. ▪ Sign off arrangements for roadmaps, including prioritisation of work, are in place. Boards have been established for major system implementations. 	16	<ul style="list-style-type: none"> • Internal Audit have given Substantial assurance over the effectiveness of controls operating over the Systems Support function within Core Systems. • New system roadmaps developed to provide more control over system changes. • The Core Business Systems Team are continually reviewing system requests against council priorities and strategies. • The establishment of a Quarterly Portfolio Review Board at HoS level will manage issues and escalations. • Critical incidents escalated within Strategy and Performance and BTLs are effective. • As part of service challenge a review of support for the Core Systems is underway. 	12 Major/ possible	Director of Strategy & Performance	Risk being managed downwards

			<ul style="list-style-type: none"> investment in new technology. Ineffective reporting arrangements. Statutory returns will be compromised, so incorrect performance will be reported nationally. Ineffective working practices and targeting of resources to work priorities. May impact on response times. OFSTED/CQC/LGA and other external organisations will be using inaccurate information to judge performance. Service planning and management will be severely compromised. The activity and changes required to enable delivery of the service challenges presents a risk to delivery of both the necessary changes but importantly the savings. 	<ul style="list-style-type: none"> Corporate performance information being developed as part of systems implementations though long term reporting tool needs developing and implementing. Joint strategic needs assessment (JSNA) and other needs assessments. Discussed with various management teams on an ongoing basis. Weekly provision of information to operational managers for LCS. New operating process and procedures developed and implemented to overcome recurring issues/problems - continuous improvement cycle implemented. 					
CR8	Delivering major projects/schemes on time and within budget	Development & regeneration	<ul style="list-style-type: none"> Scheme viability in doubt due to speculative estimating and project management Pressure on capital programme 	<ul style="list-style-type: none"> Capital Programme reports to Cabinet Improved approach adopted regarding the deliverability of current and future schemes. These include: <ul style="list-style-type: none"> Reporting of cost ranges for new schemes Routine updating of cost estimates Inclusion of contingency at industry standards and benchmarks Governance of the capital programme has been strengthened under the auspices of the Capital Board where responsibility for oversight and challenge 	16	<ul style="list-style-type: none"> Active project and programme management including: <ul style="list-style-type: none"> Detailed monitoring of the delivery programme through 2019/20 to ensure slippage is reported in a timely manner and a robust level of challenge is provided to programme and project managers to ensure delivery remains on track. Performance reports developed to enable the Capital Board to undertake this monitoring and challenge. The Head of Internal Audit recently reported to Audit, Risk and Governance Committee that a lot of work has been undertaken on the asset management strategy that will underpin both the capital strategy and the 	12 Major/possible	Exec Director Growth, Environment & Transport	Level

				<p>of cost estimates and capital budgets sits.</p> <ul style="list-style-type: none"> Restructuring to ensure the service has the resources with the right skill sets Update reports to Audit, Risk & Governance Committee 		<p>development of a risk register for the capital programme. Having gained a more comprehensive understanding of the risks involved in the capital programme and the mitigating controls in place, senior finance managers will now finalise the risk register within the next three months</p>			
CR9	Delivering a statutory service for children and young people with special educational needs and/or disabilities.	People/ Organisational	<ul style="list-style-type: none"> Not providing adequate service which places the local authority at risk of appeals to Special Educational Needs and Disability Tribunals (SENDIST), increased reputational risk via complaints corporately and to Local Government Ombudsman (LGO). Lack of confidence in council services. The lack of accessibility and quality of information on the local offer Unmet need will result in children and young people failing to meet their potential and therefore not be supported as positively as possible into adulthood. The failure to recruit and retain staff. 	<ul style="list-style-type: none"> Following the SEND Local Area Inspection a Written Statement of Action (WSA) has been submitted identify improvements to the service offered by LCC and the Clinical Commissioning Groups. The following areas were identified as requiring action: <ul style="list-style-type: none"> The lack of strategic leadership and vision across the partnership Leaders' inaccurate understanding of the local area Weak joint commissioning arrangements that are not well developed or evaluated The failure to engage effectively with parents and carers The confusing, complicated and arbitrary systems and processes of identification The endemic weaknesses in the quality of EHC plans The absence of effective diagnostic pathways for Autistic Spectrum Disorder (ASD) across the local area, and no diagnostic pathway in the north of the area No effective strategy to improve the outcomes of children and young people who have SEN and/or disabilities Poor transition arrangements in 0–25 healthcare services The disconcerting proportion of children and young people who have an EHC plan or statement of SEN who are permanently excluded from school The inequalities in provision based on location The lack of accessibility and quality of information on the local offer <p>Progress on implementation has been monitored by Department for education and NHS England through formal review visits.</p> <p>Significant achievements to date include:</p>	25	<p>The SEND Partnership Board monitors the progress of the 12 areas for action identified within the Written Statement of Action. Each of the actions is addressed under 4 sub-groups:</p> <ul style="list-style-type: none"> Meeting Need Equal Partners Accessible Services Achieving Success <p>Within these sub groups are specific task and finish groups to support improvement. To accelerate improvement in 5 areas where the pace of improvement has stalled, accelerated plans have been developed.</p> <p>These areas are;</p> <ul style="list-style-type: none"> Transition Neurodevelopmental pathways Local Offer Educational outcomes Quality of Education, Health and Care Plans <p>An operational group chaired by the Director of Education has been established that monitors the pace of this work with each of the lead officers for each area attending.</p> <p>An external audit of plans has evidenced improvement in the quality of plans and the support for transition but this remains an area of concern.</p> <p>A transitions strategy has been drafted that will support a broader focus of transition across children, health and adult services. This group is co -chaired by the Director of Adult Services and Director of Education. Key performance indicators have been agreed to support this work and the Preparation for Adulthood Steering Group will intensify the focus and accountability for delivering against these KPIs.</p> <p>The governance arrangements for the key strands of work has been streamlined and articulated on a plan on a page so that there is improved clarity and focus to accelerate improvement.</p> <p>A draft sufficiency strategy to address increased demand for placements is scheduled for Cabinet in January 2020. The strategy will support a strategic plan to better meet need by developing more capacity to support children and</p>	12 Major/ possible	Director of Education & Skills	Continued positive progress in delivery of the Improvement Plan but with some slippage, clearly highlighted in the Plan, which is monitored through the Partnership Board.

- Partnership Governance established
- Partnership Vision and Priorities agreed
- Improvements to joint commissioning arrangements
- Pan Lancashire Neurodevelopmental Assessment and Diagnostic Pathway agreed
- Improved engagement with parents and carers
- Designated Clinical Officers in place across the local area to support parent carers and professionals to access the health care system
- EHC plan process reviewed and Quality Framework agreed
- Programme of action agreed with schools
- Training for Governors

young people in our Lancashire Schools reducing dependency on high cost out of county provision and reflecting the ambitions of the SEND reforms to place children with SEND in mainstream schools where appropriate.

CR10	Supporting disadvantaged families to fulfil their potential (Troubled Families Programme)	People/ Organisational	<ul style="list-style-type: none"> • Failure to achieve Payment by Results targets due to specific requirements of the programme. • Possible reputational risk as a result of missing a national target. • Failure to accrue maximum income from the programme for the authority. • Failure to meet savings target attributed to the service for current financial year. • Possible reputational risk if progress not made with the Troubled Families Unit (TFU) Maturity Model and service transformation with partners. • Risk of additional scrutiny of programme 	<ul style="list-style-type: none"> • No governance procedures in place with responsibility for (TFU) oversight. Robust tracking processes in place with view to maximising payment by result claim opportunities. • Ongoing data matching to identify new eligible families • Ongoing data matching to identify new eligible families • Robust tracking processes in place with view to maximising payment by result claim opportunities. However, no governance procedures in place with responsibility for oversight. • Ongoing data matching to identify new eligible families • The target in the med term fin strategy for TFU Payment by Results (PBR) claims for 2017/18 was for 1,500 PBR claims to be made and this target has been exceeded. As at 29 March 2019 payment by results claims had been made for 4,035 families (47% of the target for the life of the programme) where significant and sustained progress was evidenced. • The current positive trajectory is anticipated to continue to improve with the team ensuring that all available data and information systems are fully utilised to maximise PBR claim opportunities. • The service has a reduced capacity to meet the TFU targets since the implementation of a £1.25m budget reduction to the Children and Family Wellbeing Service (CFW) service. This has reduced caseload capacity from 10k families a year to 7k families a year. The TFU target is to 'turn around' 8620 families. 	20	<ul style="list-style-type: none"> • Development of reporting processes to ensure monthly progress checks against targets • Redesigning of outcomes plan to set more achievable/realistic targets. • Districts supported to identify families where potential claims can be made. • Workforce development complete for CAF, LP and Risk Sensible working. • Revised CAF documentation, Quality Assurance and processes to assist in meeting requirements. TFU Maturity Model self-assessment completed and developed action plan to support delivery and improvement. 	16 Major/ Likely	Director of Public Health	Level
CR11	Future provision of ICT services	Organisational	<ul style="list-style-type: none"> • The BTLS contract has an expiry date of 31 March 2021 and covers ICT and transactional payroll services. Failure to put in place suitable arrangements will impact on organisational effectiveness and service delivery 	<ul style="list-style-type: none"> • The Society of IT Management have undertaken an independent review of our options that considered current BTLS service performance, how it benchmarks with other local authority services, particularly with regard to cost, and to consider the best options available to the council with regard to future service requirements 	16	<ul style="list-style-type: none"> • ICT transition partner appointed • Interim Chief Digital Officer appointed • Governance arrangements now in place • Digital strategy produced and agreed 	12 Major/ Possible	Director of Financial Services	Risk is reducing

			<ul style="list-style-type: none"> • May impact on the service challenge savings options that need ICT solutions • If any potential renegotiations are unsuccessful need to consider how the services will be transferred successfully back to the authority. 						
CR12	Intermediate care for older people in a residential setting	People/ Organisational	<ul style="list-style-type: none"> • Operational issues leading to service failures • Delayed transfer from hospital • Reputational challenge for the Council if care homes operated by the council are judged by CQC as 'Requires Improvement' – currently two of the Care homes – Castleford, Clitheroe and Dolphinlee in Lancaster are rated 'Requires Improvement' by CQC 	<ul style="list-style-type: none"> • A review of the Lancashire intermediate care system was commissioned using money from the Better Care Fund, and included consideration of the best practice model for each service area including the community beds. • Working with NHS colleagues to agree joint action plans • The review completed in May 2019 and steps are underway with NHS partners to develop a joint Programme plan • County Council care homes will formally be part of Radar and Quality Improvement Planning (QIP) safeguarding systems • 	16	<ul style="list-style-type: none"> • The Carnall Farrer Review of Intermediate Care concluded with the final report at the end of May 2019. When the report was reviewed at the Better Care Fund Steering Group, it was identified that there was additional benefits to including information from neighbouring authorities • This work suggest opportunities for significant improvement and cost savings across the NHS – local government system. • The findings of this report will not by themselves provide definitive answers as to whether the County Council should continue to be a provider of some these services, but it will provide important context for more in-depth local discussions with NHS partners to determine answers to those questions. Early discussions suggest an exit from this model of delivery may be agreed in Pennine (during 2020/21) and Fylde Coast (2020/21 and beyond), but other areas have yet to reach conclusions • Middle manager appointed to oversee this area of res rehab within Older People services, to provide assurance and audit of process • A new Performance Board is being established to oversee arrangements for delivering on Older People Business Plan – this will meet every 6 to 8weeks 	12 Major/ Possible	Executive Director for Adult Services and Health & Wellbeing	Timescales to be agreed via Advancing Integration Group for full implementation of Intermediate Care report

CR13	Risk that system leadership is unable to address the financial health and care challenges of our population to improve outcomes for children and adults.	People/Organisational	<ul style="list-style-type: none"> Inconsistent service offer and poor health outcomes including premature mortality, poor mental health and wellbeing and unplanned hospitalisation Inability to secure joint funding to support vulnerable children and adults Ineffective or unclear governance arrangements Unclear responsibilities for services, their funding and the handover points Inability to appropriately integrate service delivery Unable to manage demand for services across the health care system that results in unsustainable financial position and inability to deliver savings 	<ul style="list-style-type: none"> Health & Wellbeing Board (HWBB) oversight of key priorities including intermediate care and SEND Individual Patient Activity (IPA) Board established for adults/children's services to develop effective arrangements for joint funding SEND Partnership Board providing system governance for the SEND Improvement Plan Internal Health Integration Board established to ensure a clear county council approach to integration Representation at key Integrated Care System meetings has been agreed including cabinet member at executive board level and chief executive at system leadership executive level Review of Health and Wellbeing Board Arrangements 	16	<ul style="list-style-type: none"> Strengthening the HWBB to improve oversight and challenge Delivering against the project plans and activity agreed through children and adults IPA boards Continued engagement with the health system to ensure we understand the expected impact of the proposed move to a single Clinical Commissioning Group Complete review of Health and Wellbeing Boards Ensure effective linkages between different levels of representation on ICS groups Ensuring the county council is clear about priorities for integration through the internal Health Integration Board 	12	Major/Possible		
Opportunity Identification Number	Opportunity Description	Opportunity Type	Possible Benefits	Progress to date	Opportunity Score	Maximising Actions	Residual Opportunity Score	Opportunity Owner	Direction of Travel	
C01	Delivering growth and prosperity for the whole of Lancashire	Development & regeneration	<ul style="list-style-type: none"> Continued successful delivery of the LEP's current strategic economic growth programmes. Successfully securing new resources for Lancashire to support job and 	<ul style="list-style-type: none"> The County Council continues to work with local authorities and wider economic partners, including the LEP to secure funding for economic growth initiatives and to generate locally based projects and solutions which can improve the competitiveness, productivity and inclusive growth trajectory of the Lancashire economy. New funding opportunities have arisen through City and Town Deals and High 	12	<ul style="list-style-type: none"> Work with the LEP and local authority partners to ensure national resources to support growth and regeneration are secured. Maximise the support from key local and national public and private sector stakeholders outside the County Council. The County Council to give greater consideration to using its investment and prudential borrowing capacity and investment funds to bring forward a portfolio of strategic development opportunities. 	16 Major/likely	CMT	The LEP Review, published in July 2019 will present some significant challenges for local partners as the LEP is required to establish its own legal entity and further distance itself from any local authority support.	

	<p>To fully and effectively utilise the remaining European Structural Funds available to Lancashire and to position the County to benefit from future regional funding regimes.</p> <p>Establishment of robust pan-Lancashire collaboration arrangements.</p>		<p>business creation, housing growth and the delivery of strategic transport infrastructure linking to drive economic growth and regeneration, linking residents and businesses with economic opportunities.</p> <p>It is looking increasingly likely that the current European Structural and Investment Fund (ESIF) programme will run through to its planned conclusion at the end of 2020. Some early policy announcements have been made around a replacement UK Shared Prosperity Fund but it is unclear how this will compare to EU funding in terms of scale, focus and priorities.</p> <p>Uncertainty over potential securing of a Devolution Deal or allocation of national resources and</p>	<p>Street renewal funds across Lancashire. LCC will look to support and maximise this investment and ensure projects are well aligned with the strategic aspirations already in place for the area.</p> <ul style="list-style-type: none"> ESIF monies, both Regional Development Funds and Social Funds, totalling circa £200m are currently ring-fenced for use in Lancashire (LEP area) over the next 5 years. This supports business support initiatives, innovation investment, environmental and flood mitigation measures as well as skills development and employability work. Post Brexit vote, projects which have been through the full approval process are not able to sign a final contract with Ministry of Housing, Communities and Local Government (MHCLG) and project funding is being restricted to spend prior to end 2018. Significant beneficiaries include the Council, other local authorities, Higher Education Institutes' and Colleges. Local authorities across Lancashire are reviewing their collective approach to establishing effective joint working. Agreement on the way forward will enable swifter progress to be made on identified priorities. 		<ul style="list-style-type: none"> ED's main ERDF project Boost, has secured a Grant Funding Agreement and is applying for funding to June 2023. Business Growth Service staff will, as far as possible, seek to frontload activity and spend within this project in-case funding or activity is prematurely curtailed. For the programme as a whole, we have issued calls in all measures in an effort to defray as much of the programme as early as possible. We are now looking to a further bid which could take the project to June 2023. Local authorities across Lancashire are reviewing their collective approach to establishing effective joint working. Agreement on the way forward will enable swifter progress to be made on identified priorities. 		<p>We are now looking to move forward with the production of a Local Industrial Strategy to maximise new funding opportunity.</p> <p>New national housing and transport infrastructure funds will be targeted in support of local strategic priorities.</p> <p>Whilst the opportunity to secure EU funds (underwritten by central government) looks more positive in the medium term, we are also preparing in the event that EU Structural funds are replaced with competitive rounds of regional productivity funding. More may be signalled on this as the government's Industrial Strategy is confirmed.</p> <p>The County Councils' political and officer leadership will play a full and active role in shaping & accelerating</p>
--	---	--	---	---	--	---	--	--

			freedoms/flexibilities to the Lancashire level.						arrangements in Lancashire.
CO2	Apprenticeship Levy and Apprentice % in Public Sector	People/organisational	<p>Increase in Apprentices in the workforce and use the Apprenticeship levy to its maximum benefit to support critical development needs in the County Council</p>	<p>The Apprenticeship Levy was live from April 2017 and the first payment from the digital account was in May 2017. Work is being undertaken across LCC with Heads of service or their representatives to discuss their overall workforce development and what part the Levy could play in this.</p> <p>The consultations are moving into committed expenditure for apprenticeships. A clearer picture is needed of how this links to the overall skills gaps and the R&R needs of services for their future workforce planning. The first year published report on the % in LCC against headcount, shows 0.66%</p>	12	<ul style="list-style-type: none"> • Maximise the benefits of the Apprenticeship Levy within LCC by working in conjunction with Management Team, Finance and HR to embed this into structures across the organisation. • Working with services to identify the quick wins where these suit their business need and to thus eliminate training expenditure where we can, and link to Levy fund. • Learning and Development (L&D) are speaking to Heads of Service to see how their training needs can be creatively addressed to link with the Levy, where possible. • Heads of Service have been asked to report to L&D any current areas of training expenditure commitment that they have entered into. Heads of Services have been asked not to enter into any further financial commitments without speaking to L&D • Close working relationship with the Local Government Association (LGA) and we are focussing currently on Higher degree apprenticeships. LGA will be supporting LCC in developing a strategy and future spending plan. • Recent work with Finance looking at transactional spend in Services on training has not identified anything which could have been Levy based. Reporting for 19/20 will show a raise to 1.4% 	15 Outstanding/ possible	Dir of Corporate Services	We now have more Standards available to us, which we have been waiting for and we have developed a draft strategy with the LGA support which we intend to share with Director, HR, Finance, CMT
CO3	Fair Funding and Business rate Retention	Organisational/Financial	<p>Potential increase in funding to help balance the budget post 22/23</p> <p>However, several grants could end in 2020.</p> <p>Business rate baseline applied from 2020 and councils encouraged to try to increase their rate revenues instead of being dependent on Government grants. However the impact may depend on technical decisions within rate retention e.g. how to divide revenue between counties and districts (tier splits)</p>	<ul style="list-style-type: none"> • Implemented business rate pilot with Lancashire district and unitary councils • Proportion of business rate retention is 75% • Responded to consultations on Fair Funding Review 	12	<ul style="list-style-type: none"> • Pilot ends March 2020. • One year settlement for 20/21 (50% rate retention) 	12 Major/ possible	Dir of Finance	March 2020

CO4	Working collaboratively with key health partners	Organisational /financial	<p>Opportunity to work more closely with Health partners to align plans, strategies and budgets as part of the Integrated Care System for Lancashire and South Cumbria and Integrated Care Partnerships.</p> <p>The opportunity needs to be balanced against the risk of lessened control over County Council budgets and the delivery models which may be put in place, with our health partners, to achieve our intended outcomes for people in Lancashire</p>	<ul style="list-style-type: none"> Engagement through Lancashire-wide forums eg Integrated Care System Board, Joint Committee of Clinical Commissioning Groups, Collaborative Commissioning Board, Children & Maternity Commissioners Network. 	12	<ul style="list-style-type: none"> Outline proposals in respect of public health grant developed and discussed with both CMT and Clinical Commissioning Group (CCG) lead officers We are contributing to the discussions, led by the Director of Public Health and Wellbeing relating to Neighbourhood Models. We are informing Executive Directors about the potential for working with the ICS and ICPs. We are working with Health Partners to develop options and test models around neighbourhood working and joint commissioning of services where this makes sense. We have an agreed business case to pilot the neighbourhood model in Fleetwood which will include PH, children and families early help and some adult services, this is now being evaluated. We are responding in an opportunistic way when there are opportunities to address key challenges through local partnerships. Health Integration Board established to provide a strategic focus on our engagement with health partners 	15 Outstanding/ possible	Executive Director of Adult Services & Health & Wellbeing	Level
-----	--	---------------------------	--	---	----	---	--------------------------------	---	-------

Key to Scores

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

Cabinet Committee on Performance Improvement

Meeting to be held on Wednesday 19 February 2020

Part I

Electoral Division affected:
(All Divisions);

Corporate Strategy Monitoring report – Quarter 3 2019/20 Performance Monitoring

(Appendix 'A' refers)

Contact for further information:

Donna Talbot, Tel: 01772 534300, Head of Business Intelligence,
donna.talbot@lancashire.gov.uk

Executive Summary

Performance indicators, associated targets and other relevant annual performance reports were agreed by Cabinet on 6 February 2020 against the 5 objectives of the Corporate Strategy, following consultation and review with Internal Scrutiny Committee and the Cabinet Committee on Performance Improvement.

Monitoring against these indicators, will form the content of future quarterly corporate performance monitoring reports to the Cabinet Committee on Performance Improvement.

Quarter 3 2019/20 monitoring against these indicators is set out in Appendix 'A', and attention is drawn to the following key areas of performance this quarter.

Highlights of good performance includes:

Lancashire will be the place to live –

- Percentage of children and young people who received targeted early help support from Children and Families Wellbeing service which successfully met their identified needs.
- Percentage care providers in the community rated as Good or Outstanding - all Community Based provision (Lancashire County Council and non-Lancashire County Council maintained).

Lancashire will be the place to work –

- Number of e-downloads.
- Number of volunteers in Libraries.

Lancashire will be the place to prosper –

- Number of jobs created by Boost.

Lancashire will be the place where everyone acts responsibly –

- Permanent admissions to residential and nursing care homes per 100,000 population aged 18-64 during the year.

However, indicators performing below the desired level include:

Lancashire will be the place to live –

- Average number of working days to repair a Lancashire County Council street lighting fault (including traffic management).
- Percentage of Health Checks undertaken.
- Percentage of adults and older people whose desired safeguarding outcomes are met.

Lancashire will be the place to work –

- Proportion of children excluded from school.
- Percentage of adults with learning disabilities in employment.

Lancashire will be the place to prosper –

- Number of Rosebud loans provided to new or existing businesses.

Lancashire will be the place where everyone acts responsibly –

- Number of working days per full time equivalent lost to sickness absence.

Recommendation

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

Background and Advice

The Corporate Strategy, 'A vision for Lancashire' with 5 over-arching objectives was approved by Full Council on 14 February 2019. The presentation to Full Council included high level key performance metrics, to enable members to monitor progress against the following 5 key objectives over a number of years, and to establish plans for corrective action where necessary:

- Lancashire will be the place to live;
- Lancashire will be the place to work;
- Lancashire will be the place to prosper;
- Lancashire will be the place to visit;
- Lancashire will be the place where everyone acts responsibly.

All members of all scrutiny committees were invited to attend the 'Corporate Strategy – Scrutiny of Key Metrics' workshop held on the 13 June 2019, to debate the proposed key metrics or identify additional ones as needed. Following on from the workshop, a report reflecting the considerations and officer recommendations was provided to all members of all scrutiny committees. The proposals were presented to, and approved by the Cabinet Committee on Performance Improvement on 15 October 2019.

Targets were proposed against the metrics and were presented to Internal Scrutiny Committee on 17 January 2020 to review and ensure that the targets set are appropriate. All the metrics and targets were agreed by Cabinet on 6 February 2020.

The agreed performance indicators are set out at Appendix 'A', with an indication of frequency of reporting, the responsible directorate, 2020/21 targets along with the current/latest level of performance and RAG rating.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

No significant risks have been identified in relation to the proposals contained within this report.

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Tel
-------	------	-------------

None

Reason for inclusion in Part II, if appropriate

N/A

Lancashire will be the place to live

Key for performance:

On track/good	Slightly below desired level	Requires improvement
---------------	------------------------------	----------------------

Performance Indicator	Frequency	Directorate	Good is	Q4 2018-19	Q1 2019-18 (April-June)	Q2 (July- Sep)	Current Performance (Q3)	2020/21 Target
Safety carriageway defects repaired within 4 hours (emergency)	Quarterly	Growth, Environment & Transport	High	95.65%	96.67%	91.46%	89.19%	95%
Safety carriageway defects repaired within 2 working days (urgent)	Quarterly	Growth, Environment & Transport	High	94.14%	88.76%	96.05%	93.69%	95%
Safety carriageway defects repaired within 5 working days (non-urgent)	Quarterly	Growth, Environment & Transport	High	81.47%	83.18%	94.37%	93.41%	90%
Safety carriageway defects repaired within 20 working days (non-urgent)	Quarterly	Growth, Environment & Transport	High	96.05%	98.19%	99.23%	94.94%	90%
Average number of working days to repair a LCC street lighting fault (including traffic management) target 5 days	Quarterly	Growth, Environment & Transport	Low	6.34 days	4.88 days	5 days	7.19 days	5 days

Safety carriageway defects. Whilst the overall numbers of defect repairs that fail to meet the target for safety carriageway defects repaired within 4 hours are small these all relate to those that have been reported by the public. Processes are being reviewed to ensure these reports are identified and addressed within timescales.

Street lighting fault repair. Traditionally street lighting fault repair performance is seasonal and is directly related to longer hours of darkness and inclement weather generating an increase in the volume of faults reported. Comparing quarter 3 performance in 2019-20 (7.19 days) with the same quarter in 2018-19 (7.00 days) shows a slight worsening of performance (0.19 days). Street lighting crews are involved in the winter standby arrangements so their availability during the daytime can be limited.

Performance Indicator	Frequency	Directorate	Good is	Q4 2018-19	Q1 (April-June)	Q2 (July- Sep)	Current (Q3) Performance	2020/21 Target
Percentage of recycling, reuse and composting of	Quarterly	Growth, Environment & Transport	High	43%	43%	45%	44%	50% (current national target)

Recycling. Similar recycling tonnes are being reported compared to the previous forecast. Doorstep collected green waste is up 6% (April to November 2019) compared to the same period in 2018/19, doorstep collected glass, can and plastics have seen a small increase which may be a direct result of residents recycling pots, tubs and trays in amongst their recycling since the introduction in October. Increases at the recycling centres continue to be experienced, green waste is up on last year and is mirroring the trend with doorstep collections.

In terms of the processing of residual waste at Thornton and Farington sites, both plants continue to be successful in mass loss and landfill diversion. Operational changes carried out in the MRF (Materials Recovery Facility) at Farington are delivering positive results, and there is a reduction of tonnes of rejected material of up to 40% compared to last year's output.

Performance Indicator	Frequency	Directorate	Good is	2018/19 Performance	Q1	Q2	Current (Q3) Performance	2020/21 Target
Percentage of children and young people who received targeted early help support from Children and Families Wellbeing service which successfully met their identified needs	Quarterly	Education and Children's Services	High	N/A	Q1 66% (3m average)	Q2 64% (3m average)	Q3 66% (3m average)	66%

Performance Indicator	Frequency	Directorate	Good is	2018/19 Performance	Q1	Q2	Current (Q3) Performance	2020/21 Target
Percentage of children looked after who are actually living in Lancashire	Quarterly	Education and Children's Services	High	77.5% Mar 2019	Q1 75.5%	Q2 76.8%	Q3 78.8%	80%

Children and Families Wellbeing Service. The percentage of children and young people who received targeted early help support from Children and Families Wellbeing service which successfully met their identified needs has increased by 2% during quarter 3 to 66% and is on target.

Looked after children actually living in Lancashire. Percentage of children looked after who are actually living in Lancashire is at a relatively high level and making steady progress towards the 2020/21 80% target.

Performance Indicator	Frequency	Directorate	Good is	2018/19 Performance	Q1	Q2	Current (Q3) Performance	2020/21 Target
Percentage of children achieving a good level of development at the Early Years Foundation Stage	Annual	Education and Children's Services	High	69.5 (2017/18)	-	-	69.2% (2018/19)	72.8%

Early Years Foundation Stage. Performance of Lancashire pupils at Early Years Foundation Stage (EYFS) remains stable. Recent data published by the Department for Education (DfE) for the period 2018/19 suggests 69.2% of Lancashire EYFS pupils achieved a 'Good level of development' at EYFS. The Lancashire average was, however, lower compared to the national (71.8%), statistical neighbour (71.5%) but similar to the regional (68.9%) averages. Lancashire is positioned in the 4rd quartile nationally against this indicator (ranked 121 from 151 authorities). This remains off the target of 72.8% set for 2020/21.

Improvements in order to reach this target are being sought through several developments including:

- An Early Years Peer Review taking place: 24-27 March 2020
- Early Years Strategy co-produced with Health
- Focused conversation in primary school adviser visits

There is also an Early Years joint evidence statement on closing the gap that includes SEND performance.

Performance Indicator	Frequency	Directorate	Good is	2018/19 Performance	Q1	Q2	Current (Q3) Performance	2020/21 Target
Percentage primary pupils offered one of top three preferences	Annual	Education and Children's Services	High	97.9% (April 18)	-	-	97.9% (April 19)	Maintain Quartile 2
Percentage secondary pupils offered one of top three preferences	Annual	Education and Children's Services	High	95.9% (March 18)	-	-	95.3% (March 19)	Maintain Quartile 2

School placements. The updated school placements data will be published mid-2020.

Lancashire will be the place to live

Performance Indicator	Frequency	Directorate	Good is	2018/19 Performance	Q1	Q2	Current (Q3) Performance	2020/21 Target
Percentage of health checks undertaken of quarterly target number offered	Quarterly	Adults Services and Health and Wellbeing	High	73.6% Uptake (Full Year Position 52,226 of 70,987)	82.1% Uptake (14,462 of 17,603)	66.9% Uptake (11,780 of 17,603)	60.2% Uptake (10,603 of 17,603)	75%
Percentage of health checks undertaken of all offered (year to date)	Quarterly	Adults Services and Health and Wellbeing	High	50.1% Uptake (52,266 of 104,229)	38.3% Uptake (14,462 of 37,683)	37.2% Uptake (26,242 of 70,603)	38.5% Uptake (36,845 of 95,719)	58% uptake of all offered Health checks

Performance Indicator	Frequency	Directorate	Good is	2018/19 Performance	Q1	Q2	Current (Q3) Performance	2020/21 Target
Percentage of adults and older people whose desired safeguarding outcomes are fully met	Quarterly	Adults Services and Health and Wellbeing	High	66.6%	67.1%	66.8%	64.5%	70.3%
Percentage of Care homes in Lancashire rated as Good or Outstanding – all Care Home provision (LCC and non-LCC maintained)	Quarterly	Adults Services and Health and Wellbeing	High	83.1%	82.5%	83.2%	84.4%	83.5%
Percentage care providers in the community rated as Good or Outstanding - all Community Based provision (LCC and non-LCC maintained)		Adults Services and Health and Wellbeing	High	94.5%	95.9%	95.6%	95.7%	96%

Health Checks. Over 60% of people offered health checks accepted one in the quarter (38.5% in the year to date) which appears to be low performance. However, this reflects the proactivity of public health teams working with GP practices and issuing high number of invitations in an attempt to ensure that everyone who is eligible is offered the opportunity to have a health check. Nationally, Lancashire stands 9th overall out of 151 authorities for the number of health checks as a percentage of the eligible population and in 1st place for two tier authorities on the same measure.

Safeguarding outcomes. There has been a slight decrease in the proportion of people whose safeguarding outcomes were fully met, however, this increases to 96.9% of safeguarding outcomes if partially achieved outcomes are also included.

Quality of care homes. The proportion of care homes across Lancashire rated as good or outstanding continues to be better than national performance. Twenty one of the twenty five (84%) Lancashire County Council maintained care homes are rated as 'Outstanding' or 'Good'.

Quality of community service providers. The proportion of community care providers rated as good or outstanding across Lancashire remains better than national performance. All 9 (100%) of Lancashire County Council maintained community care providers are rated as 'Outstanding' or 'Good'.

Lancashire will be the place to work

Performance Indicator	Frequency	Directorate	Good is	2018/19 Performance	Q1	Q2	Current (Q3) Performance	2020/21 Target
Number of visits to libraries (annual cumulative indicator)	Quarterly	Education and Children's Services	High	3, 629,829 (2018/19)	872,939	924,365	841,582 Cumulative 2,638,886	4,000,000
Number of PNET sessions (annual cumulative indicator)	Quarterly	Education and Children's Services	High	564,130 (2018/19)	129,920	136,781	122,650 Cumulative 389,351	621,000
Number of library events organised and attendance (annual cumulative indicator)	Quarterly	Education and Children's Services	High	6,888 (2018/19)	2,070	2066	2,058 Cumulative 6,194	8,400
Number of e-downloads(annual cumulative indicator)	Quarterly	Education and Children's Services	High	255,572 e-books & audio only (2018/19)	72,229	86,273	89,015 Cumulative 247,517	293,908
Number of volunteers in Libraries (annual cumulative indicator)	Quarterly	Education and Children's Services	High	471 (2018/19)	420	Cumulative 471	Cumulative 525	600

Use of Libraries. There is normally a seasonal reduction in libraries footfall in quarter 3, in part due to 5 days of closure at library sites over Christmas and New Year.

People's network (PNET) sessions are also traditionally affected by a seasonal fall in usage, but they have also been affected by a system changeover and a revision in the numbers of units available at some sites.

Performance Indicator	Frequency	Directorate	Good is	2018/19 Performance	Q1	Q2	Current (Q3) Performance	2020/21 Target
% of pupils reaching the expected standard in reading, writing and mathematics at KS2	Annual	Education and Children's Services	High	65% (2017/18)	-	-	64% (2018/19)	67%

Standards in reading, writing and mathematics (key stage 2). Revised data published by the DfE for 2018/19 suggest within Lancashire almost two thirds of pupils reached the expected standard in reading, writing and mathematics. The Lancashire (64%) proportion reduced on the previous year (65%) and was similar to the national (65%), regional (65%) and statistical neighbours (65.3%) averages. Lancashire is positioned in the 3rd quartile nationally against this indicator (ranked 95 from 151 authorities). This remains off the target of 67% set for 2020/21. To help foster improvements data are shared with head teachers at head teacher forums/senior leader briefings, along with chairs of governors, and in both instances 'challenge questions' for self-evaluation have been provided and discussed on adviser visits.

Performance Indicator	Frequency	Directorate	Good is	2018/19 Performance	Q1	Q2	Current (Q3) Performance	2020/21 Target
Average Attainment 8 score at GCSE	Annual	Education and Children's Services	High	46.7 (2017/18)	-	-	46.6 (2018/19 provisional)	47.7
Percentage of young people in employment education or training (NEET)	Quarterly	Education and Children's Services	High	89.9% (Dec 2018 - Feb19 average)	90.5%	83.7%	91.9%	94.7% (Dec 2020-Feb 2021 average)

Average Attainment 8 score at GCSE - Revised data to be published in February 2020.

Not in Employment Education or Training (NEET) - At the end of quarter 3 there were 2,073 16/17 year olds with either a recorded status of not in employment, education or training or not known. This is decrease on the on the previous two quarters (Q1 2,414, Q2 4,162) and also a significant improvement on Q3 of 2018/19 (3,371). The performance remains off the target for national reporting of 94.7% set for Dec 2020 – Feb 2021.

Improvements in NEET tracking and outcomes include establishing closer links with internal teams who work with vulnerable young people, such as the Inclusion Service, the virtual school and Youth Offending Team (YOT). This has improved our data for young people in these vulnerable groups. We have increased our engagement with the secondary and post 16 sector in Lancashire and this has improved the timeliness of the information we receive from them. We have also produced and shared a Tracking Guidance document, reiterating the statutory duties of both the authority and the education providers, and have issued a data sharing agreements to these providers to improve our performance going forward. In addition we are working more effectively with other local authorities ensuring the accuracy of data in terms of young people moving into and out of the county.

Performance Indicator	Frequency	Directorate	Good is	2018/19 Performance	Q1	Q2	Current (Q3) Performance	2020/21 Target
Proportion of children excluded from school	Quarterly	Education and Children's Services	Low	0.19% (2017/18)	-	-	0.24% (2018/19)	0.09%

Exclusions. Internal data suggests there were 388 permanent exclusions during 2018/19 academic year. This equates to a rate of 0.24% and is an increase on 2017/18 (0.19%) which was above the national (0.10%) and regional rates (0.13%). Revised data for 2018/19 will be published August 2020.

Members of the Pupil Access Team will continue to make written representations to governors disciplinary committees of maintained schools. Advisors, the Alternative Provision Officer and Pupil Access will continue to offer advice and alternative strategies to schools to avoid exclusion and advise on compliance with statutory guidance. Pupil Access officers have recently undertaken to attend the Governors Discipline Committee meetings for all primary, children looked after and special educational needs permanent exclusions to make verbal representations, challenging head teacher's decisions where appropriate.

Prevention work with primary schools is taking place through the development of inclusion hubs. The recommendations following the external review of secondary support and provision are being implemented.

Performance Indicator	Frequency	Directorate	Good is	2018/19 Performance	Q1	Q2	Current (Q3) Performance	2020/21 Target
Percentage of adults with learning disabilities in employment	Quarterly	Adults Services and Health and Wellbeing	High	1.70%	1.80%	1.90%	1.96%	3.1%

Adults with learning disabilities in employment – Although the proportion of adults with learning disabilities in employment has risen since 2018/19 through to 2019/20 with a Quarter 3 high of 1.96%, this is still considerably under target and under the national benchmark of 5.9%. A change in the management arrangements for the employment service may provide an opportunity to refocus energies and direction to improve over the next 2 - 3 years depending on the outcome of further service challenge work in this area.

Lancashire will be the place to prosper

Performance Indicator	Frequency	Directorate	Good is	Q1 (April – June)	Q2 (July- Sep)	Current (Q3) Performance	Target
Number of Rosebud loans provided to new or existing businesses	Quarterly	Growth, Environment & Transport	On target	Indicator measured from July 2019.	£100,000 - 1 investment	£155,000 - 4 investments	5 year target is £11.25m covering 150 investments (July 2019 - June 2024)
Number of jobs created by Boost	Quarterly	Growth, Environment & Transport	On target	19.94 jobs - Target 25	117 jobs - Target 50	164.44 - Target 120	1,000 jobs target (Jan 2019 - Dec 2022)
New businesses established by Boost	Quarterly	Growth, Environment & Transport	On target	22 new businesses - Target 25	30 new businesses - Target 30	29 new businesses - Target 20	200 new businesses Jan 2019 - Dec 2022

Rosebud loans scheme was renewed in July 2019 with £2.25m to be invested each year for the next 5 years, covering 30 investments. The scheme will run from 1st July 2019 to 30th June 2024.

The reasons for the underperformance in quarter 2 and part of quarter 3 is primarily due to the contract moving to a new delivery partner. This interruption caused a drop in performance but there is now a return to profile. From July to November 2019 there was one investment at £100k (11% of profile achieved pro rata). However, performance to end of January 2020 shows 7 investments at £480k (37% pro rata of the performance profile). In addition a further 6 investments are at approval/underwriting stage valued at £1.1m taking total anticipated investment to 14 deals at £1.58m by end of February 2020 (105% pro rata). To achieve the full pro rata profile by 31st March 2020 a total investment figure of £1.68m needs to be achieved, requiring a further £100k additional deal flow, current pipeline investments stand at a value of £695, 000.

Number of jobs created. The target for Jan 2019 to December 2022 is 1,000. Different targets for each quarter dependent on activity performance rising over the course of the metric to meet the target.

New Businesses established. The target for 2019-2022 is to establish 200 new businesses. Again different targets each quarter, dependent on activity and take up with a gradual increase over the time of the metric in order to meet the target.

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

Lancashire will be the place to visit

Performance Indicator	Frequency	Directorate	Current Performance
Number of visitors to Lancashire	Annual	Growth, Environment and Transport	Targets being reviewed as part of a new tourism growth strategy. Annual Report – scheduled to be confirmed.
The economic impact of visitors to Lancashire	Annual	Growth, Environment and Transport	
Full Time Equivalent jobs supported by the visitor economy	Annual	Growth, Environment and Transport	

Lancashire will be the place where everyone acts responsibly

Performance Indicator	Frequency	Directorate	Good is	2018/19 Performance	Q1	Q2	Current (Q3) Performance	2020/21 Target
Improving our population's health and wellbeing	Annual	Adults Services and Health and Wellbeing		Annual Report – report scheduled for April 2020 CCPI meeting (to be confirmed).				
Percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Quarterly	Adults Services and Health and Wellbeing	High	82.6%	82.0%	83.3%	82.7%	87.4%

Performance Indicator	Frequency	Directorate	Good is	2018/19 Performance	Q1	Q2	Current (Q3) Performance	2020/21 Target
Proportion of adults with learning disabilities who live in their own home	Quarterly	Adults Services and Health and Wellbeing	High	84.1%	83.4%	83.2%	80.9%	86%
Proportion of adults and older people receiving long term services who are supported in the community	Quarterly	Adults Services and Health and Wellbeing	High	70.3%	69.6%	69.5%	69.7%	72%
Permanent admissions to residential and nursing care homes per 100,000 population aged 18-64 during the year	Quarterly	Adults Services and Health and Wellbeing	Low	16.4	15.2	14.3	12.4 (this is November Data – figures reported one month in arrears)	13.6
Permanent admissions to residential and nursing care homes per 100,000 population aged 65+ during the year	Quarterly	Adults Services and Health and Wellbeing	Low	711.9	703	697.8	698.6 (this is November Data – figures reported one month in arrears)	600-680

Percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services – the number of citizens who are still at home 91 days after discharge is at 82.7% at the end of Quarter 3, this has stayed relatively static over the year and is consistent to 2018/19 performance, and is performing higher than the national average of 82.4%. However, performance is still below the target identified.

Proportion of adults with learning disabilities who live in their own home – Performance at Quarter 3 has decreased by 2.3% and is now 6% below the planned target, performance is also down on the 2018/19 end of year position. Although as a Council we are performing higher than the national average which is 77.4%.

Proportion of adults and older people receiving long term services who are supported in the community – Performance has stayed constant throughout the year and is currently at 69.7%, this is below the 2018/19 end of year position, and is also currently under target.

Permanent admissions to residential and nursing care homes per 100,000 population aged 18-64 during the year – The Quarter 3 position is not yet available as the figures are reported a month in arrears, however using the end of November position, it shows a vast improvement in the reduction of permanent admissions, as it has dropped to 12.4. This is on target and is also performing better than the National average of 13.9.

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

The Quarter 3 position is not yet available as the figures are reported a month in arrears, however using the end of November position, it shows an improvement in the reduction of permanent admissions, as it has dropped to 698.6. This is moving in the right direction as at the end of 2018/19 we scored 711.9. Although this is still a long way short of the national average of 580.0, it is better than the North West average of 723.5. The 2017/18 Better Care Fund target of 734.2 is also being achieved. Performance has benefited from the 'Passport to Independence' practice improvements and focussed service challenge initiatives which are expected to continue to improve performance. There is concern that performance maybe impacted next quarter due to significant winter pressures resulting in higher number of people placed in residential care.

Performance Indicator	Frequency	Directorate	Good is	2018/19 Performance	Q1	Q2	Current (Q3) Performance	2020/21 Target
Number of working days per full time equivalent lost to sickness absence	Quarterly	Chief Executive and Director of Resources	Low	Jan to Dec 2018 12 days per FTE	April 2018 to March 2019 11.96 days per FTE	July 2018 to June 2019 11.86 days per FTE	Jan to Dec 2019 12.28 days per FTE	9.83 days per FTE
Revenue forecast outturn % variance to budget	Quarterly	Chief Executive and Director of Resources	Low	-2.52%	0.06%	1.5%	1.68%	0
Proportion of budget supported by reserves	Annual	Chief Executive and Director of Resources	Annual Statement – schedule to be confirmed					

Performance Indicator	Frequency	Directorate	Good is	2018/19 Performance	Q1	Q2	Current (Q3) Performance	2020/21 Target
Progress on the apprenticeship levy	Annual	Chief Executive and Director of Resources	Annual Report – schedule to be confirmed					
Audit report	Annual	Chief Executive and Director of Resources	Annual Statement – schedule to be confirmed					
Progress on organisational development	Annual	Chief Executive and Director of Resources	Annual Report – schedule to be confirmed					

Revenue forecast outturn % variance to budget has moved since quarter 2 as a result of an improved position with respect to further forecast gains as a result of treasury management. The out turn will always be subject to the vagaries of demand, which can be weather dependent and also on the performance of financial markets. As a result the indicator as set at 0% variance is an ideal target but would require a unique set of circumstances to deliver.

Sickness absence has increased authority wide for the period January 2019 to December 2019 (12.28 days per FTE) compared to the same period last year (12.00 days per FTE). There has been an increase in the overall figure in December. Mental Health remains the top reason for absence which has continued to rise each month. Our data indicates there was an increase in days lost between November and December for absences relating to flu, virus, chest infection and cough/cold.

The volume of absence briefings planned throughout the next months has been increased and expanded across more service areas. This is as a result of the positive impact identified on performance from previous briefings. The intention is also to conduct health audits on relevant service areas to identify trends and problem areas in order to offer more targeted support. Additional resource has been implemented by Occupational Health which will result in an additional 150 advisor appointments available before the end of January 2020, this should have an impact on the outstanding cases.

Agenda Item 10

(NOT FOR PUBLICATION: By virtue of paragraph(s) 3,4 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

Document is Restricted

(NOT FOR PUBLICATION: By virtue of paragraph(s) 3,4 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

Document is Restricted

