

Lancashire County Council

Cabinet Committee on Performance Improvement

**Minutes of the Meeting held on Wednesday, 19th February, 2020 at 2.00 pm
in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston**

Present:

County Councillor Geoff Driver CBE (Chair)

County Councillors

| | |
|-----------------|--------------|
| K Iddon | G Gooch |
| M Green | S Turner |
| C Crompton | P Williamson |
| M Parkinson OBE | |

1. Apologies for Absence

Apologies were received from County Councillor Atkinson.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

No pecuniary or non-pecuniary interests were disclosed.

3. Minutes of the Meeting held on 15th October 2019

Resolved: That the minutes of the meeting held on 15th October 2019 be confirmed and signed by the Chair.

Matters Arising

Improvement in Occupational Therapy Performance and Disabled Facilities Grant Activity

CC Crompton had raised a question at the September CCPI meeting on whether there was a system in place whereby anybody due for hospital discharge could be matched up with the right adapted property for their needs. Sue Lott had confirmed she would take this matter up with the districts as they had the most contact with the registered social landlords, and that the outcome would be reported back to the Cabinet Committee.

Donna Talbot, Head of Service – Business Intelligence reported that a session was being held in March with District Councils where this issue would be discussed and that the outcome would be reported to the Cabinet Committee at their meeting in April.

4. Corporate Risk and Opportunity Register Quarter 3 2019/20

A report was presented by Paul Bond, Head of Legal and Democratic Services, providing an updated (quarter 3) Corporate Risk and Opportunity Register for the Cabinet Committee to consider and comment upon. The report also provided an update on a pilot that was being undertaken within Education and Children's Services to improve management information in relation to risk.

It was reported that, for this quarter, a new risk had been added in relation to the county council's relationship with the Lancashire and South Cumbria Integrated Care System. Details of this new risk were provided at CR13 in the updated Corporate Risk and Opportunity Register, set out at Appendix 'A'.

A summary of the key updates to the Register was provided in the report.

Cabinet Committee Members noted that Corporate Management Team had suggested that a review be undertaken on the way that risk information was currently presented, as it did not lend itself to decision making. In addition, it was suggested that a directorate level register would be useful, as the current service levels were difficult to digest.

A revised approach had therefore been developed that included reformatting the existing register and introducing a risk profile summary which would:

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

Paul reported that the revised approach was currently being piloted in Education and Children's Services and that this issue would be discussed at CMT next week. The new format would then be presented to the next Cabinet Committee meeting in April.

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

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

A report was presented by Donna Talbot, Head of Service – Business Intelligence on Quarter 3 2019/20 performance monitoring.

The Cabinet Committee noted that performance indicators, associated targets and other relevant annual performance reports had been agreed by Cabinet on 6 February 2020, following consultation and review with Internal Scrutiny

Committee and the Cabinet Committee itself, against the following five objectives of the Corporate Strategy:

- 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

It was reported that monitoring against these indicators would form the content of future quarterly corporate performance monitoring reports to the Cabinet Committee.

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

Highlights of good performance included:

Lancashire will be the place to live

- Percentage of children and young people who received targeted early help support from the Children and Families Wellbeing service which successfully met their identified needs.
- Percentage of 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, the following indicators performing below the desired level included:

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.

Safety carriageway defects - whilst the overall numbers of safety carriageway defect repairs that failed to meet the target for those defects repaired within 4 hours were small, these all related to those reported by the public. One of the reasons for this was that issues reported on a Saturday would only be picked up the following Monday. Processes were currently being reviewed to ensure these reports were identified and addressed within timescales.

Percentage of children achieving a good level of development at the Early Years Foundation Stage – in order to reach the target figure, a number of developments were taking place including an Early Years Peer Review, an Early Years Strategy co-produced with Health, focussed conversation in primary school adviser visits and an Early Years joint evidence statement on closing the gap; this would include SEND performance. The Chair requested that a report be presented to a future CCPI meeting on the outcome of the Early Years Peer Review.

Percentage of adults and older people whose desired safeguarding outcomes are met - it was noted that some service users desires were either not achievable or that members of their family may have a different opinion to the service user, which would reflect in the performance figures. In addition, there had been a process change which put more people into this performance indicator. Business Intelligence would review this data issue further.

Percentage of Health Checks undertaken - although the percentage of health checks undertaken of the number offered was below target, public health teams had been very pro-active working with gp practices and a high number of invitations had been issued, rather than there being a low take up. Alternative ways to report on Health Checks performance to the Cabinet Committee were

being considered as performance against this indicator was good compared to nationally available information.

Quality of care homes - it was reported that twenty one of the twenty five Lancashire County Council maintained care homes were rated as 'Outstanding' or 'Good'. A verbal report on the other 4 homes would be provided to Cabinet Committee at their meeting in April.

Standards in reading, writing and mathematics (Key Stage 2) - work was ongoing to address the current performance which stood at 64%; the target was 67%. This included talks with Headteachers and Chairs of Governors, the provision of 'challenge questions' for self-evaluation and discussion at adviser visits. A system-led approach was currently underway to focus on improving educational outcomes for children and was being piloted in East Lancashire prior to being rolled out across the county. A report on the progress of this would be requested for a future Cabinet Committee meeting.

Percentage of young people in employment, education or training – it was noted that the percentage of young people in employment, education or training had improved significantly and that the indicator was specifically in relation to 16/17 year olds.

Permanent exclusions – it was reported that permanent exclusions in secondary schools in Lancashire continued to be higher than national and regional rates. Initiatives to help improve this include Pupil Access Officers continuing to attend the Governors Discipline Committee meetings for all primary, children looked after and special educational needs permanent exclusions to make verbal representations, challenging Headteacher's decisions where appropriate. In addition, prevention work with primary schools was taking place through the development of inclusion hubs. The recommendations following the external review of secondary support and provision were being implemented. It was noted that permanent exclusions had started to be monitored termly and that the majority of schools had no permanent exclusions.

Percentage of adults with learning disabilities in employment - the Cabinet Committee were concerned about the length of time it was expected to take to improve this figure; the current performance was 1.96% and the target 3.1%. The Chair requested that a report be brought back to the April meeting with a request that someone from the service attends. In addition, it was requested that the same officer report back to the April meeting on the proportion of adults with learning disabilities who live in their own home – the target figure was 86% but the performance figure was currently 80.9%.

Rosebud loans - it was reported that the Rosebud loans scheme was currently underperforming, which was primarily due to the contract moving to a new delivery partner. The Cabinet Committee noted that the new providers were very pro-active and that this performance figure would be monitored.

Percentage of older people who were still in their own home 91 days after discharge from hospital into reablement/rehabilitation services – our current performance was 82.7% and the target was 87.4%. It was appreciated that this was a high target figure and that more information had been requested on the performance figure. The Extra Care work which was currently ongoing would hopefully improve the performance figure.

Permanent admissions to residential and nursing care homes per 100,000 population aged 65+ - it was noted that the county council had a high number of these permanent admissions. A huge amount of work was being done in relation to this. It was appreciated that families often chose residential care as the first option.

Number of working days per full time equivalent lost to sickness absence - there was lots of work ongoing to address this and to reduce this figure (12.28 days). Further detail was requested on both short term and long term absences. Mike Kirby, Director of Strategy and Performance reported that Directors were focussing on sickness absence and that they were working across all services through Staff Surveys, looking at the 3/4 main reasons for sickness absence. Work with managers was also underway on supporting people when they returned to work. There was also more support for people on long term sickness. Separate figures were requested for people working from home and those working in the office and information on whether sickness absence was higher in particular service areas. A further report was requested on this.

Resolved: The Cabinet Committee on Performance Improvement noted the performance against the indicators.

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 Thursday 30th April 2020 in Committee Room B – The Diamond Jubilee Room, County Hall, Preston.

8. Notice of Intention to Conduct Business in Private

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

9. Exclusion of the Press and Public

Resolved: That under Section 100A(4) of the Local Government Act 1972, the press and public should be excluded from the meeting during consideration of the following item of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraphs of Part I of Schedule 12A to the Local Government Act 1972, and that in all the

circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

10. Update Report on the Performance of Lancashire County Council's Waste Processing Facilities

Steve Scott, Head of Service – Waste Management presented an update report on the performance of Lancashire County Council's waste processing facilities.

Information was provided to the Cabinet Committee on the following:

- Residual waste – production of refuse derived fuel;
- Residual waste – mass loss operations;
- Residual waste performance summary;
- Recyclables – Materials Recovery Facility;
- Transport contract;
- Financial summary;
- Service challenge; and
- Governance.

Resolved: That the report and the information provided Appendix 'A' be noted.

L Sales
Director of Corporate Services

County Hall
Preston