

Delivering Better Services

Key for performance:

	On track/good	Slightly below desired level	Requires improvement						
Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	Quarter 1 (April- June) 2021/22	Quarter 2 (July – Sep) 2021/22	Quarter 3 (Oct – Dec) 2021/22	2021/22 Target
Safety carriageway defects repaired within 4 hours (emergency)	Quarterly	Growth, Environment & Transport	High	92.63%	91.95%	88.10%	88.71%	93.02% (40 out of 43)	95%
Safety carriageway defects repaired within 2 working days (urgent)	Quarterly	Growth, Environment & Transport	High	92.02%	86.79%	82.29%	85.42%	94.59% (210 out of 222)	95%
Safety carriageway defects repaired within 5 working days (non-urgent)	Quarterly	Growth, Environment & Transport	High	86.06%	85.28%	79.2%	87.29%	90.59% (847 out of 935)	90%
Safety carriageway defects repaired within 10 working days (non-urgent)	Quarterly	Growth, Environment & Transport	High	91.85%	86.10%	86.93%	91.33%	88.97% (3,793 out of 4,263)	90%
Safety carriageway defects repaired within 20 working days (non-urgent)	Quarterly	Growth, Environment & Transport	High	94.29%	90.14%	95.42%	94.53%	93.99% (8,462 out of 9,003)	90%
Percentage of Non-Traffic Management (NTM) lamp-out faults repaired within 5 working days	Quarterly	Growth, Environment & Transport	High	New measure starting from Q1 2020/21	91%	97%	97%	97% (1,772 out of 1,819)	90% within 5 working days

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Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	Quarter 1 (April- June) 2021/22	Quarter 2 (July – Sep) 2021/22	Quarter 3 (Oct – Dec) 2021/22	2021/22 Target
Percentage of Traffic Management (TM) lamp-out faults repaired within 20 working days	Quarterly	Growth, Environment & Transport	High	New measure starting from Q1 2020/21	89%	100%	98%	92% (267 out of 289)	90% within 20 working days

Safety carriageway defects. There has been a continuation of the increase in defects reported both by Highways Service Inspection (HSI) and the public with a peak of over 4800 defects identified by the HSI in November; 1568 (33%) of these were 10-day response defects. Quarter 3 figures show good performance overall, although the November peak impacted on achieving the 10-day response defects target. Despite the high volume of safety defects, the service has been effective in responding, using the in-house repair teams, with support being provided when necessary, by contractors. There was a rise in covid cases within the service in December however, this was managed effectively to ensure performance targets were generally met.

Street lighting fault repair. Whilst the Street Lighting performance continued to meet the target levels set during quarter 3, the service was particularly impacted by the Omicron variant of covid during December, which left the service short-staffed at times and as such unable to attend all faults within allotted timeframes.

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Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April –June)	2021/22 Quarter 2 (July –Sep)	2021/22 Quarter 3 (Oct–Dec)	2021/22 Target
Number of working days per full time equivalent lost to sickness absence (rolling year data)	Quarterly	Chief Executive and Director of Resources	Low	Apr 2019 to March 2019 12.39 days per FTE	Apr 2020 to March 2021 10.76 days per FTE	July 2020 to June 2021 10.98 days per FTE	October 2020 to September 2021 11.77 days per FTE	January 2021 to December 2021 12.68 days per FTE	9.83 days per FTE (Target pending review)
Revenue forecast outturn % variance to budget	Quarterly	Chief Executive and Director of Resources	Low	0.22%	-2.28%	-0.59%	-1.87%	-2.66%	0%

Sickness absence. There has been a steady rise in sickness absence which has increased each month since May 2021, following the lowest reported figures in Apr 2021 (10.64 days of absence per FTE from May 2020 to April 2021). The Q3 figure (January to December 2021) was 12.68 days of absence per full time equivalent employee.

The top reasons for absence continue to be mental and behavioural disorders which account for 33.6% of days lost, a reduction since the last quarter (36.4%). Although total days lost relating to mental and behavioural disorders has reduced, the number of absences has increased suggesting that there have been more short-term absences. Musculoskeletal related absences are second with 12.8% of days lost followed by Covid-19, accounting for 11.8% of days lost which is an increase of 1.8% from the last quarter.

The number of absence cases per month due to Covid-19 has increased by 87% from 418 in Q2 to 782 in Q3, albeit the number of days lost per absence due to Covid-19 has declined to an average of 4.3 days lost from 6.3 days in Q2. The number of Long-Covid absences are being closely monitored and corporate HR resources are being directed to provide support and guidance to services for these cases.

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Revenue forecast outturn % variance to budget. The Q3 forecast is an underspend of £23.46m, which by way of context is 2.66% of the county council's net budget. The underspend is due to a combination of variances across services including underspends on Children's Social Care, increased income from Treasury Management function and an improved Adult Social Care position mainly due to additional government grants related to the pandemic. These underspends are being partly offset by overspends on Highways, Transport and Strategy and Performance. This is the third forecast of the financial year. A number of assumptions are made based on expenditure and income to date and knowledge of future activity from Budget Holders. The impact of the new strains of the pandemic continue to be monitored closely as restrictions are lifted, and demand returns to pre pandemic levels.

Performance Indicator	Frequency	Directorate	Current Performance
Progress on organisational development (aka 'Improvement Journey')	Annual	Chief Executive and Director of Resources	Annual Report – schedule to be confirmed
Implementing the digital strategy	Annual	Chief Executive and Director of Resources	Report presented to 20/04/21 CCPI meeting.

Additional service developments. In addition to the above established key performance indicators many other service developments, projects and achievements are ongoing which support the Delivering Better Services corporate priority. Performance metrics are being developed for these areas, along with associated targets where appropriate, for inclusion in future reports.

These service development areas include:

- Strategic Improvement Board re-established to provide leadership, visibility and co-ordination of the Improvement Journey at Corporate Management Team level.
- A programme of work is underway to develop and deliver improvement options related to strategy and policy identified from the 'Concept and Shape' work.
- A programme of work is underway to develop and deliver improvements to the corporate programme management office, including the creation of Lancashire County Council's Strategic Change Delivery Plan (SCDP), implementation of the change front door mechanism and Cora system to support improved reporting.
- Phase 1 of Human Resources and Skills, Learning and Development service review has been completed; phase 2 is commencing in March 22 to agree the functional design and operating model and a plan for implementation.

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- The 2021 staff survey has been completed, and planning workshops have been held with all Directorate Leadership Teams to identify a small number of initial engagement priorities for each directorate and action plan for making progress against them.
- Work is underway to establish governance and a work programme for the Customer Experience Board.
- A performance dashboard for Staff Experience workstream is being developed.
- Planning is underway for a revised approach to performance management which provides visibility from individual to team to service level performance, enabling a culture of high performing teams.

Protecting our environment

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April-June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2035 Target
Percentage of recycling, reuse and composted	Quarterly	Growth, Environment & Transport	High	45%	44.6%	45%	43%	43%*	65% (target changed see related note below))

**The recycling % reported each quarter is based on forecast for full year*

Recycling. The forecast for this year remains around 43%, which is consistent with Q2 (21/22).

Total household waste was 563,565 tonnes (t) comprising total municipal waste of 609,488 t less 45,923 t of trade, fly-tipped waste and rubble. There were 151,836 t of recycling and 91,861 t of composting, resulting in a percentage rate of 43%.

There are signs of doorstep collected residual waste reducing, down by 3% (around 7,000 t) over the nine-month period (April to December 21). The service is still forecasting an out-turn at around 418,000t (from total residual waste arisings that are expected to be treated/disposed of, including Blackpool) due to continued high volumes of residual waste at recycling centres. Current levels of kerbside collected recyclables are reported to be lower than in Q2, and there continues to be increased recyclables at the recycling centres which is a contributing factor in the reduction at kerbside. Tonnages at recycling centres have shown signs of returning to pre pandemic levels over the last nine months as throughput is 85%.

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In terms of the processing of residual waste at Thornton and Leyland Waste Treatment Facilities, the plants continue to operate at full capacity, with anticipated output tonnes consistent with last year.

Please note the 50% target previously reported is no longer relevant as it was an EU member state target. In its Resources and Waste Strategy government has suggested a potential national target of 65% by 2035. This hasn't been transcribed into regulation yet (the Environment Act got royal assent late last year so the regulations will follow from this). However, this target is the best to use currently whilst other potential local and 'stepped' targets towards the 65% by 2035 are considered.

Performance Indicator	Frequency	Directorate	Current Performance
Sustainable transport and travel	Annual	Growth, Environment & Transport	Annual Report – schedule to be confirmed -proposed February 2023.

Additional service developments. In addition to the above established key performance indicators many other service developments, projects and achievements are ongoing supporting and delivering the Protecting our Environment corporate priority. Performance metrics are being developed for these areas, along with associated targets where appropriate, for inclusion in future reports. These development areas include:

- The pandemic and associated changes in working styles have significantly impacted waste arisings and make it difficult to benchmark performance. For example, the amount of residual waste (general rubbish) collected at doorstep in 2020/21 increased by 31,000 tonnes on the amount collected pre-pandemic. However, doorstep collected recycling (20,400t) and collected garden waste (10,700t) also increased by an equivalent amount. Recycling centres saw a general drop in tonnages across all streams. The resultant is that despite the significant increase in waste arisings the overall recycling, composting and reuse rate for Lancashire in 2020/21 (44.6%) was the same as in 2018/19, prior to the pandemic.
- The council's waste company, Lancashire Renewables Ltd, maintained operations throughout the pandemic. In 2020/21 the company processed 184,751 tonnes of residual waste, recovering a total of 178,316 tonnes through various processes achieving a total recovery rate of 96.5%. A total of 38,000 tonnes of mixed recyclables were processed at the Materials Recovery Facility which separates out the co-mingled recycling into individual waste streams. The company also cleans up the separately collected paper and card before sourcing all of the constituent materials into recycling markets.

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- An ambitious combined Bus Service Improvement Plan was submitted to the Department for Transport by Lancashire County Council and Blackburn with Darwen Borough Council, as required in support of the government's National Bus Strategy: Bus back better. A funding allocation is awaited. To deliver this plan a legally enforced Enhanced Partnership is being drawn up between the county council and bus operators.
- One area that stagnated during the pandemic was the reuse of waste items, due mainly to the fact that items could not be handled from customers or redistributed. The two reuse shops at Preston and Garstang were closed throughout the pandemic. During this time plans were developed for a third reuse shop at Burnley recycling centre which subsequently opened in August 2021. Preston shop has also since re-opened whilst re-opening of the Garstang shop has been delayed due to staffing demand across the recycling centres but is due to re-open in April.
- The Carbon Strategy Team is being created in the Asset Management Service. Recruitment is underway for a Carbon Strategy Asset Manager. A Tree and Climate officer has been appointed to the new tree team. The Environment and Climate team has been created in the Planning & Environment Service to develop the council's climate and nature recovery strategies
- Low Carbon Street Lighting: [Lancashire County Council: Low Carbon Street Lighting | Local Government Association](#) - ambitious programme of LED street lighting conversion for all 152k streetlights - reducing carbon emissions by 84,400 tonnes (equivalent to driving over 3 billion miles in a diesel car) and saving £40 million in energy costs by March 2022.
- CO2e assessment and reduction in carriageway resurfacing: [Lancashire County Council: CO2e assessment and reduction in carriageway resurfacing | Local Government Association](#) - new process being used to recycle materials saving bitumen and reducing carbon emissions.
- Work has now completed at Garstang Library with solar panels, an air source heat pump and replacement of traditional lighting with LEDs saving 8 tonnes of CO2 per year. Leyland and Coal Clough Libraries are currently closed while improvement works are underway.
- 150 Electric Vehicle charging bays have been installed throughout the county. The charging units are a mix of Ultra chargers which will allow most vehicles to take a full charge in less than an hour and Fast Chargers that will take around three hours to charge the vehicles. They have been installed either at the side of the adopted highway or in county council car parks. Information on their locations is available on the council's website.

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Supporting Economic Growth

Performance Indicator	Frequency	Directorate	Good is	2020/21 Quarter 3 (October - December)	2020/21 Quarter 4 (Jan - March)	2021/22 Quarter 1 (April – June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct – Dec)	Project Targets
Number of Rosebud loans provided to new or existing businesses	Quarterly	Growth, Environment & Transport	On target	£300,000 1 investment	0	£569,000 3 investments	£75,000 1 investment	0 investment	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	80.93 Target 100	42.05 Target 100	128.33 Target 100	50.83 Target 100	203.01 Target 50	1,000 jobs target (Jan 2019 - Dec 2022)
New businesses established by Boost	Quarterly	Growth, Environment & Transport	On target	26 new businesses Target 20	40 new businesses Target 10	54 new businesses Target 5	38 new businesses Target 5	65 new businesses Target 5	200 new businesses Jan 2019 - Dec 2022

Rosebud - Disappointingly there were no investments with £647,000 of pipeline not coming to fruition for different reasons, the bulk of these will now complete in Q4 which should get us back to some parity and closer to the revised target of £1.01m this contract year (original target £2.25m). The market still remains slow and vastly reduced uptake on debt finance products, Rosebud is still struggling to compete with other products where a personal guarantee is not a required form of security. Government's decision on whether to extend or not the Recovery Loan Scheme come June 2022 will have a major impact on Rosebud.

Boost ERDF Support - In quarter 3, Boost saw a strong increase in the activity of the core services, with the procured service providers maximising on their resources to support the Lancashire business community and catch up on some missed support opportunities due to covid related factors. This meant that overall, the programme delivered to agreed contractual targets. It is worth noting that during this time the core services were reprocured. The team are essentially closing down the Boost three element of the

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support services and timelining the new core services to follow on with a seamless transition and continuation of the core growth hub services. To this effect there is now one new provider delivering the Growth mentoring service, all other services were successfully reprocured during this Official Journal of the European Union (OJEU) process. This service now has funding committed until September 2023. The team will be using this time to embed best practice and have conversations with the various potential funders to make sure this continues to be a sustainable and relevant service for the Lancashire business community. The Growth hub (Boost) remains committed to curating and simplifying the business support eco system to enable growth ambitious businesses across the county to benefit from the "Right" support at the "Right" time.

Performance Indicator	Frequency	Directorate	Current Performance
Number of visitors to Lancashire	Annual	Growth, Environment and Transport	Annual Report – schedule to be confirmed. Some data available – report potentially soon – May or July 2022 meeting.
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	
Number of Graduates working in Lancashire	Annual	Growth, Environment and Transport	Annual Report – schedule to be confirmed
Progress on the apprenticeship levy	Annual	Chief Executive and Director of Resources	Annual Report – schedule to be confirmed (July 2022)

Educational attainment

Early years Foundation Stage and Key Stage 2. Assessments did not take place for the period 2019/20 and 2020/21 (EYFS not mandatory during this period) hence the omission of performance updates under these areas.

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Performance Indicator	Frequency	Directorate	Good is	2017/18	2018-19	2019-20	2020-21	2021/22 Target
Pupils Average Attainment 8 Score at KS4	Annual	Education and Children's Services	High	46.7	46.7	49.7	50.4	47.7
SEND Pupils Average Attainment 8 Score at KS4	Annual	Education and Children's Services	High	31.8	32.5	36.5	35.5	32

Key Stage 4 (KS4). Due to the Covid-19 pandemic, the summer exam series was cancelled in 2021. GCSE grades were then determined by teachers based on the range of evidence available and they are referred to as teacher-assessed grades, or TAGs. This is a different process to that of 2019/20 where pupils awarded either a centre assessment grade, or CAGs (based on what the school or college believed the student would most likely have achieved had exams gone ahead) or their calculated grade using a model developed by Ofqual - whichever was the higher of the two.

The DfE advise to be cautious when comparing headline measures between years. The changes to the way GCSE grades have been awarded over the last two years (with CAGs and TAGs replacing exams) mean 2020/21 pupil attainment data should not be directly compared to pupil attainment data from previous years for the purposes of measuring year on year changes in pupil performance. The DfE have decided it is not appropriate to publish the progress 8 indicator.

Recent data published by the Department for Education (DfE) for the period 2020/21 suggests pupils' Average Attainment 8 Score at KS4 is 50.4. The Lancashire average remains higher compared to the national (48.9) and higher than the regional (49.6) state school averages. Lancashire is positioned in the 3rd quartile nationally against this indicator and ranked 76 of 150. The latest performance is well above the target set for 2020/21 (47.7). The SEND pupils' Average Attainment 8 Score at KS4 is 35.5. The Lancashire average is lower than the national (36.7) and regional (35.8) averages. Lancashire is positioned in the 3rd quartile nationally against this indicator and ranked 91 of all Local Authorities. The latest figure is above the target of 32 set for 2020/21.

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Lancashire has much to celebrate in terms of educational outcomes. Year on year, at all age phases, Lancashire performs in line with national comparators. This means that most children do well academically in Lancashire schools and settings. However, our aspiration is high for all children and young people, regardless of their starting point and, as a large and diverse county, we acknowledge that some children do much better than others. This difference in experience underpins the purpose of the Lancashire Education Strategy 2022-2025 that was agreed by Cabinet in December 2021 and is articulated clearly within the Children and Young People's Strategic Board vision where the emphasis is on 'All children achieving their full potential'. A key objective of the Education Strategy is to support integration across services so that barriers to learning can be overcome. This will be realised through the implementation of the Team around the School and Settings model, that will facilitate a partnership response to persistent issues that are preventing children and young people from achieving their full potential.

Education Improvement strives to continually drive-up performance within our secondary schools. The authority does this by offering high quality training, development and support to engage schools and governing bodies on areas of development such as outcomes for those with SEND, which, as seen in the data, is lower than regional and national data. The extensive offer for secondary schools includes the School Service Guarantee where schools are allocated a secondary advisor, Senior Leadership Briefings, bespoke / subject specialist consultancy work, promotion of networks and school-to-school support, as well as continued support from Lancashire officers. Furthermore, where a school is at risk of being downgraded at inspection, following discussion between the school adviser, the headteacher and team leader, the school is placed on the LA List of Schools that Require Improvement. Additional bespoke support is provided by one of the advisers from the Monitoring and Intervention Team (MIT). The DFE Trust and School Improvement funding is also used to provide additional support for schools that Ofsted have judged to require improvement.

Governor Services support those schools identified as having weaker governance, including signposting Lancashire's high quality training offer and consideration of strengthening the board with additional members. There is also a Chair of Governor mentoring offer as well as the development of Lancashire Leaders of Governance, who can provide an external review of governance.

Throughout the pandemic, our Education Partnership Officers have been able to provide schools with support and guidance around Covid-19 in an extremely fast paced environment, responding in an agile way and enabling schools to continue work around school improvement.

School placements. Above target figures report to previous Committee meeting. 2022/23 admissions figures will be published mid-2022.

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Exclusions. On target figures report to previous Committee meeting 2020/21 exclusion figures will be published July 2022

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2020/21 Quarter 3 (Oct –Dec)	2021/22 Quarter 3 (Oct –Dec)	2021/22 Target
Percentage of young people in employment education or training (EET)	Quarterly	Education and Children's Services	High	93% (Dec 2019 – Feb 20 average)	93.8% (Dec 2020 – Feb 2021 average)	93.2% (Dec 2020)	94% (Dec 2021)	94.7% (Dec 2020-Feb 2021 average)
Percentage of young people in education or training (EET) SEND pupils	Annual	Education and Children's Services	High	88.9% (Dec 2019 – Feb 20 average)	90.3% (Dec 2020-Feb 2021 average)	89.6% (Dec 2020)	90.6% (Dec 2021)	86% (Dec 2020-Feb 2021 average)

16/17 year olds in Employment Education or Training (EET).

At 94%, the Quarter 3 position for 2021/22 shows an improvement for all young people compared to the 2020/21 Quarter 3 position of 93.2%. The Quarter 3 position for young people with SEND has also improved by 1 percentage point. The improvement in Lancashire performance is particularly notable as there are around 1,000 more young people in the cohort (Q3 2021/22 compared to Q3 2020/21) whose participation status must be tracked.

The continued focus on this area of work and the excellent engagement from secondary schools and post 16 providers has seen a sustained improvement in performance. This must be set against the continuing challenges being faced by the education sector, as well as children and young people themselves. The improvement in the December 2020 to February 2021 3 month average from the previous year shows how hard the team has worked to engage with the sector, which has been faced with various other priorities. This also reflects how hard the sector has worked to continue to support young people to make positive and sustained transitions to post 16 education, employment or training.

A range of actions continue to be undertaken to improve the NEET and not known position, including a focus on vulnerable groups, and to ensure Lancashire County Council is meeting the statutory duties in this area of work. The Authority continues to engage with other teams internally and are working more effectively with the Inclusion Service to share data on the participation status of young

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people with SEND or with an EHCP. The Authority is continuing to look at alternative solutions in relation to tracking young people for whom we have no contact details.

In response to the pandemic, the Authority used some Covid funding to commission a piece of targeted work to provide Year 11 leavers who had no post 16 intended destination with support and guidance on their future options, with a view them engaging in education, employment or training in the 2021/22 academic year. This focused support took place over summer 2021. An analysis of the commission showed that 982 young people were contacted and at the end of January 2022, 88.2% were in a positive destination.

Appendix 'A'

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April – June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Target
Number of visits to libraries (annual cumulative indicator)	Quarterly	Education and Children's Services	High	3,486,877 (2019/20)	477,981 (2020/21)	265,139	393,140 658,279 (cumulative total)	440,628 1,099,525 (cumulative total)	1,400,000 Target reviewed Q2 (see notes). Previously 4,000,000
Number of PNET sessions (annual cumulative indicator)	Quarterly	Education and Children's Services	High	504,007 (2019/20)	55,646 (2020/21)	28,639	39,605 68,244 (cumulative total)	47,144 115,388 (cumulative total)	150,000 Target reviewed Q2. Target previously 621,000
Number of library events organised (annual cumulative indicator)	Quarterly	Education and Children's Services	High	11,718 (2019/20)	205 (2020/21)	48	103 151 (cumulative total)	2,585 2,736 (cumulative total)	1,000 Target reviewed Q2 Target previously 8,400

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Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April – June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Target
Number of e-downloads (annual cumulative indicator)	Quarterly	Education and Children's Services	High	353,007 (2019/20)	930,301 (2020/21)	242,993	228,301 471,294 (cumulative total)	248,729 720,023 (cumulative total)	800,000 Target reviewed Q2 Target previously 293,908
Number of volunteers in libraries	Quarterly	Education and Children's Services	High	677 (2019/20)	167 (2020/21)	143	78	310	250 Target reviewed Q2 Target previously 600

Use of Libraries. Quarter 3 2021/22 shows a continued steady recovery of visitor numbers, no doubt encouraged by the gradual return of in-library events over the quarter. "Plan B" Covid safety precautions remained in place within the buildings until January 2022, leading to some opening hours being lost and restrictions on capacity. The new target was set taking these limitations into account and will be revised as the situation hopefully improves.

People's network (PNET) sessions. Usage during Quarter 3 has continued to recover, with all terminals now available, though still being subject to some covid safety regulations. It is hoped this trend will continue as users become more aware of the computer upgrades that have been carried out during the "Network Refresh", especially with regard to improvements in the free WiFi service, with improved broadband, WiFi printing and more space being provided to encourage users to bring in their own devices. It is hoped to be able to collect data on WiFi usage to include in the usage figures shortly and targets will be reviewed as appropriate.

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Library events. This area has recovered significantly during Quarter 3 with in-library events now permitted and most sites starting to rebuild their programmes of individual events and regular activities. A new in-house online medium for listing and promotion of events in Libraries, Museums and Archives, "What's On" is now available on the county council website with links from each library page and from a handful of listings in October has grown rapidly. As well as data from "What's On" to provide counts of individual events, it is also intended to review the collection of attendance figures at all events to provide a means of accurate and consistent recording that would illustrate the success of such events.

e-downloads. The eBook service has seen a significant increase in registered members and usage throughout the pandemic restrictions, with new formats such as eMagazines, eNewspapers and eComics being made available. This quarter has seen some of the issues with obtaining data from a new supplier resolved. Whilst Quarter 3 has seen some levelling off in usage, this has been noted as a typical seasonal trend and it appears those who have moved to the electronic formats are staying with them, which is reflected in the new target set.

Volunteers in libraries. Note: Figures are not cumulative as month on month it is likely many of the same individuals will make up much of the total. Quarter 3 has seen a significant upturn in figures, as volunteers were approved to return into libraries from October 2021 and in-library events began to become re-established.

Performance Indicator	Frequency	Directorate	Current Performance
Use of libraries	Annual	Education and Children's Services	Annual Report – schedule to be confirmed (proposed September 2022).

Additional service developments. In addition to the above established key performance indicators many other service developments, projects and achievements are ongoing helping deliver the Supporting Economic Growth corporate priority. Performance metrics are being developed for these areas, along with associated targets where appropriate, for inclusion in future reports. These service development areas include:

- A major economic development and infrastructure investment pipeline of up to £20bn across the county comprising and including public sector investment. This investment includes significant volumes of other public/Government and private sector

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investment whereby the delivery of strategic development sites, enterprise zones, town and city regeneration, recovery, growth and low carbon projects, road, rail, cycling and walking infrastructure, utilities, clean energy, digital and fibre infrastructure is aligned to improvements in skills, employment, health and wellbeing and the environment.

- Within that overarching investment strategy, Lancashire County Council's transport authority pipeline is almost £10bn and its strategic development lead role leverages up to £2bn investment, including through:
 - Delivery of the £256m South Lancaster Growth Catalyst including major road, bus, cycling and walking investment supported by Housing Infrastructure Fund, unlocking delivery of over 9000 houses and employment land.
 - Targeted grant and commercial loan funds such as the £12.8m Lancashire Economic Recovery and Growth programme, £33m Urban Development Fund or contribution to the £10m Lancashire Inward Investment fund.
 - The Eden North project, which is an exciting landmark opportunity with £125m investment creating around 2,000 construction jobs with an anticipated 1m visitors. This is a key driver for post-Covid green recovery in the North West.
 - The £207m Preston Western Distributor which provides direct access to new housing developments and an alternative to rush hour traffic in the city centre and improves access to the motorway from Warton Enterprise Zone as part of the wider £570m City Deal unlocking major housing and employment growth and £43m Transforming Cities Fund which includes delivery of a new rail station at Cottam in the heart of new housing developments.
 - Lancashire Central and Samlesbury Enterprise Zone which provide 3 million sq. ft of commercial floorspace including high tech industrial and research, advanced manufacturing, cyber tech, engineering and logistics unlocking almost £0.75bn investment.
 - Almost £50m investment in business parks, office/hub space, residential care and commercial leisure.
 - Unlocking the full value of the £5bn Government investment in the National Cyber Force HQ with thousands of jobs, skills, and supply chain opportunities together with cascading benefits through spend in the Lancashire and NW economy.

Caring for the vulnerable

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April-June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct – Dec)	2021/22 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	65.5%	64%	70%	69%	70%	66%
Percentage of children looked after who are actually living in Lancashire	Quarterly	Education and Children's Services	High	79.9% March 2020	80.0% March 2021	81.2% June 21	81.7% September 2021	81.3% December 2021	80%

Children and Families Wellbeing Service. Although reported performance for quarter 3 is above target, there was a reduction in the number of cases closed with 'all needs met' during November and December. During November there was an increase in families disengaging from services, and December's reduction was a seasonal anomaly (similar to August) whereby there is a reduction in the number of cases closed with all needs met due to school holidays and seasonal activities whilst other types of case closure remain consistent thereby suppressing performance against this measure. It is anticipated the position will return to normal during January 2022.

Looked after children actually living in Lancashire. This indicator remained above target at the end of Q3 2021/22 (81.3%). Social care teams, including fostering and residential teams have worked with commissioning colleagues and with independent fostering and residential providers to ensure children and young people can remain within their communities, where possible, enabling them to continue to access their educational establishments and be close to family and friends where it is safe to do so.

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Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April- June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Target
Percentage of adults and older people whose desired safeguarding outcomes are fully met	Quarterly	Adults Services and Health and Wellbeing	High	63.0%	65.4%	65.9%	66.9%	61.4%	70.0%
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	84.8%	83.9%	81.8%	80.1%	80.1%	83.5%
Percentage of care providers in the community rated as Good or Outstanding - all Community Based provision (LCC and non-LCC maintained)	Quarterly	Adults Services and Health and Wellbeing	High	94.2%	95.6%	95.3%	96.0%	94.7%	96.0%

Safeguarding outcomes. There were 2,180 safeguarding alerts during Q3 and although fewer people indicated that their safeguarding outcomes were fully met in Q3, with performance dropping to 61.4%, 97% of people indicated that their desired safeguarding outcomes were partially or fully achieved.

The safeguarding service is implementing a whole service safeguarding transformation to improve procedures, reduce waste and duplication in the system, enhance and develop collaborative working with partners and importantly improve customer experience and outcomes. New ways of working are already demonstrating improved timescales in responding. This means that safeguarding enquiries are being dealt with quicker and appropriately including referring to a partner agency to complete and seek to deliver on outcomes.

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Quality of care homes. Across Lancashire 80% of care homes are rated good or outstanding by the Care Quality Commission (CQC), which is slightly below national performance (82%). Inspections of care homes recommenced slowly across the country following the pandemic. In Lancashire 29 inspections were published in the third quarter of 2021/22 compared to 11 in the same period in 2020/21. No Lancashire County Council maintained care homes were inspected in this period.

Lancashire County Council maintains 16 care homes for older people, 11 of which are currently rated good or outstanding with five care homes requiring improvement. The homes currently rated as requiring improvement are Castleford, Dolphinlee, Woodlands, Grove House and Thornton House. Three of these inspections took place in 2019 and the themes across the homes identified issues with record keeping, responsiveness to call bells, staff skill mix, staff shortages, quality assurance processes, handling of medicines and service management and leadership. Actions have been put in place to address these issues and resolve any behaviours identified.

Lancashire County Council also maintains 8 residential short break services for people with disabilities, two are currently rated as outstanding and six as good.

Quality of community service providers. Community care providers help people to live independently by offering care and support for people with learning disabilities, acute or chronic conditions, mental health needs or substance misuse problems. Across Lancashire, 94.7% of community care providers were rated as good or outstanding by the CQC, which is better than national performance (88%). LCC maintains 9 community care providers, 8 of which are supported living services and are all rated as good. The 'Shared Lives' service matches adults with learning disabilities, physical disabilities, older people and/or mental health needs with carers and their families, to live within their home, and become part of their family. The people living in Shared Lives continue to see their own family and friends as much as they want. This service is the largest in the country and is rated outstanding by CQC.

Inspections of community providers have also started to increase following the pandemic, with 6 inspections being published throughout Lancashire in the third quarter of 2021/22 (compared to 4 in the same period in 2020/21) One Lancashire County Council maintained community provider was inspected in this period, which was West Lancashire Domiciliary Service, who maintained its rating of good.

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April- June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Target
Percentage of adults with learning disabilities in employment	Quarterly	Adults Services and Health and Wellbeing	High	2.02%	2.3%	1.9%	2.1%	1.9%	3.1%

Adults with learning disabilities in employment. The proportion of adults with learning disabilities in employment continues to be low and under target. The national benchmark is 5.6%. The pandemic reduced some employment prospects impeding the opportunity for people with learning disabilities to be introduced to a working environment.

The response to the pandemic reorganised priorities internally and resulted in some of the staff within the adult disability employment support service being re-deployed into other business critical roles. This resulted in the reduction of some of the support and monitoring. Work has now started to resume in this area to review how more adults can be supported into employment in the 2021/22 year, by both the role of the specialist support team and also providers of care and support services.

Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April –June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Target
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	84.3%	81.6%	86.7%	85.2%	87.4%	87.4%

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Performance Indicator	Frequency	Directorate	Good is	2019/20 Outturn	2020/21 Outturn	2021/22 Quarter 1 (April –June)	2021/22 Quarter 2 (July – Sep)	2021/22 Quarter 3 (Oct– Dec)	2021/22 Target
Proportion of adults with learning disabilities who live in their own home	Quarterly	Adults Services and Health and Wellbeing	High	82.1%	83.0%	81.1%	90.9%	89.6%	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	69.7%	72.3%	71.5%	71.7%	71.8%	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	15.2	12.2	13.3	13.3	16.9	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	672.6	482.2	589.6	662.2	736.2	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 proportion of older people who are still at home 91 days after discharge from hospital is currently at 87.4% and performing above target along with regional (79.9%) and national average (79.1%).

As a council we have significant working relationships with 5 main hospital trusts spread over 8 sites and those arrangements continued throughout the last year including the hospital discharge arrangements during the pandemic. Ease and timeliness of data capture varied between hospitals and there were often considerable time lags between discharges organised by the NHS occurring and the data being shared with the council to enable assessments to occur.

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Proportion of adults with learning disabilities who live in their own home

Current performance is above target for the year and significantly above the national average of 77.3%. The reported reduction in performance for quarter 1 initiated a deep dive of the quality of our data recorded in our client database, as the trend did not appear to be representative of what was happening in Lancashire. This data cleansing exercise revealed a significant number of service users where the required information had not been recorded. Performance reflects Lancashire County Council's commitment to ensuring that people who have a learning disability and/or autism are supported to live as independently as possible. Work has been undertaken to offer people a supported living option where possible and placement in residential care is not the preferred model of support.

Proportion of adults and older people receiving long term services who are supported in the community. The proportion of people receiving long term services supported in the community is just under target at quarter 3. The pandemic reduced the number of people admitted to residential care, but as measures are starting to relax this is impacting those supported in the community as more are returning to a residential setting.

Permanent admissions to residential and nursing care homes per 100,000 population aged 18-64 during the year. 122 people aged 18-64 were admitted to residential care during the 12 months to 31st December 2021 resulting in a rate of 16.9 per 100,000 population. This is above the current England average of 14.6 per 100,000 population. This continues to be monitored to understand the impact that the pandemic has on this performance measure.

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

The number of older adults being admitted to a residential /nursing setting has increased significantly over the third quarter, and now is substantially above the target range of 600-680 at 732.6 admissions per 100,000 population (which is 1882 people admitted to permanent residential care in the year). This is a key area of focus for the next period, and as stated above links to challenges in the workforce across health and social care and this is an issue nationally as well as locally.

- In quarter 2 there were some reviews outstanding for people who entered care homes through Discharge 2 Assess (D2A) fully funded through March to August 2020. These were generally people across the county who had more complicated circumstances. There were also some unfinished Continuing Healthcare Review.

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- Informal carers who had continued to care through 2020/21 despite struggling pre-pandemic, came through to adult social care as lockdown eased and confidence in care homes returned. This resulted in more people agreeing to care home placements.
- Homecare pressures increased significantly from July 2021 onwards and more people entered care homes for short term placements from the community and hospital, pending availability of homecare. For some people, circumstances changed (their needs, their family or relatives' opinions, informal carers unable to take people back etc) and they remained in residential care on a longer-term basis.
- Community teams are working through backlogs of cases, which include people who have approached adult social care for a care home placement or are already in a care home and their funds have depleted below the threshold.
- People are being discharged from hospital with increased levels of and more complex needs. Going into a short term D2A bed enables recovery but requires the NHS to have sufficient therapy resource to be fully effective. People are not always regaining lost skills and abilities as they should, which leads to a higher care requirement, with some people remaining in care home placements significantly longer than pre-pandemic.

Health Checks. The delivery of health checks is still mainly through GP practices in primary care, with a small amount of provision from other commissioned services in workplaces, community settings and places of worship.

Elements of the NHS Health Check has to be delivered in a face-to-face situation, and as such, delivery continues to be affected by the pandemic. With the recent vaccine drive, capacity in GP surgeries has made it very difficult to deliver health checks and even with the relaxation of home working only recently coming into effect, many workplaces have not returned to previous capacity levels significantly affecting the availability of people eligible for a Health Check. Additionally, one of the commissioned third-party providers has given notice on their contract. In response, an existing provider will alter their existing delivery model via a contract variation to deliver health checks in workplaces and community settings.

With the above constraints being taken into consideration, Health Checks have still been taking place throughout the year, albeit at a reduced level. In the first quarter, 5,700 checks were offered (invites) with an uptake of 1,024 (18%), Quarter Two provided 4,826 offers with 2,228 delivered (46%), and in Quarter Three the figure reported to NHS England was 5,834 offered with 2,783 delivered (48%).

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NHS Health Checks remain a Public Health priority within the Healthy Hearts agenda and a series of mobilisation activities are already underway across Lancashire (Rossendale, Morecambe Bay, Central Lancashire and West Lancashire) with support from CCG colleagues, community providers, Lancashire County Council Corporate Communications and the Programme Office.

Performance Indicator	Frequency	Directorate	Current Performance
Public Health Outcomes in Lancashire	Annual	Adults Services and Health and Wellbeing	Report presented to 01/07/21 CCPI meeting. Additional metrics now being considered for inclusion in future reports. See also Public Health annual report 2021-22 at: Annex 1.pdf

Additional service developments. In addition to the above established key performance indicators many other service developments, projects and achievements are ongoing supporting and delivering the Caring for the Vulnerable corporate priority. Performance metrics are being developed for these areas, along with associated targets where appropriate, for inclusion in future reports. These service development areas include:

- In September 2021 the DfE and NHSE found evidence of significant improvements to address the 5 areas of concern identified in revisit of SEND Services. As the county council and partners have demonstrated clear and sustained progress, formal monitoring via 6 monthly-progress reviews has ended.
- The launch of the Family Safeguarding Model in Education & Children's services in January 2021 has continued to support a reduction in the number of children being taken into care, which will improve the quality of life for young people and improved the budget profile.
- The *Your Family's Early Help Assessment* was launched in autumn 2021 to further strengthen our Early Help approach, working alongside families from a holistic, strength-based approach when areas of support are first identified will stop escalation towards crisis and the need for more intensive and specialist intervention.
- Targeted work on free early years places for 2-year olds has resulted in significant increase in take-up, from 62% in the spring term to 81.6% in the autumn term.
- Schools and education settings have continued to be supported to respond to the challenges presented by the Pandemic.
- The Waste service also used the time during the pandemic to develop the 'Re-use Hub', a web based interface which can be accessed by council employees to browse a store of re-usable waste items. This is primarily targeted at social care services

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who can access items for vulnerable families or individuals that they work with and search for the specific items we have which are needed. Whilst this is already in use to some degree the lifting of covid restrictions will allow a full launch of the Re-use Hub and the re-introduction of the wider distribution network. A total of 1500 tonnes of waste items has been redistributed through the re-use network to date.