



Corporate Performance Report

2021/22 – Quarter 4

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1. Overview

In the quarter 4 performance report 31 performance indicators are reported against the four corporate objectives of:

- Delivering better services
- Protecting the environment
- Supporting economic growth
- Caring for the vulnerable

There are 31 high level Key Performance Indicators (KPIs) included in this report, and overall, 39% (12) of the KPIs are performing at or above the expected level, 16% (5) are slightly under target and 45% (14) are off track and recovery action is required, the details of which are included in this report.

Further detail on performance for all KPIs is available in Appendix B.

2. Delivering Better Services

This section reports on the council's use of resources and the efficiency of our services in key areas.

2.1 Improvement journey

The review of HR and Skills Learning and Development has been completed and a set of recommendations, accompanied by an implementation plan, has been presented to Corporate Management Team. This will enable the council to develop the skills and capacity necessary to underpin the improvement journey and our staff experience ambitions. Central to the implementation plan is a workstream to introduce two key elements of performance insight – one which focuses on service delivery via key business measures / key performance indicators which will inform an annual review of service delivery as well as the performance reporting business planning cycle; and a second which focusses on workforce impact, informing judgements on the effectiveness and impact on the business.

The strategy and policy refresh has been undertaken; a revised approach to the business planning process is being trialled and will be rolled out to all directorates. This supports the "golden thread" between our corporate priorities and the annual delivery plan for directorates, and downwards into service plans and individual performance objectives. This will support the organisation to make a clearer link between strategic objectives and the contribution from each individual to delivering those objectives and ensure that managers and staff are clear about priorities and expectations.

The customer experience workstream has been completed; recommendations will be discussed with the Corporate Management Team and Members, and should they be accepted, work will commence on identifying and agreeing key process areas where customer experience can be improved (alongside wider planning required to enable customer experience to become the default approach for services across Lancashire County Council in the longer term).

The "pulse" survey (a shorter version of the staff survey, conducted at the 6 month point of our annual survey cycle) was completed in mid-May. Slightly lower return rates and overall satisfaction levels show that we still have more work to do in this area. The results also suggest we need to continue to focus on mental health, and that financial wellbeing is a considerable concern which we need to consider as we strive to improve attendance and reduce sickness absence. The roll out of the recently agreed Employee Assistance Programme, that includes psychological and debt support as a core part of the offer, will be a powerful tool to facilitate early intervention and offer appropriate support to maximise staff wellbeing and minimise staff absence. The survey shows the value staff place on being able to work flexibly. It also shows that most responders are able to contribute ideas for improvement but that to realise the full benefits from improvement opportunities we have more work to do to properly involve staff in agreeing and implementing new approaches and solutions. We are hopeful that our recently implemented Change Influencer network will support us in this ambition. The survey data coupled with other data sets about our workforce also gives us a clear indication of services to target to have most impact.

Finally, the survey response profile highlights the on-going challenge we have to communicate and engage effectively with our front-line workforce. We miss crucial insights regarding customer experience and opportunities for improvement if this group is not involved in shaping how we change and improve. A squad based project, involving staff from the services most affected, has been initiated to quickly develop solutions to improve this position.

The roll-out of a training package for staff to provide them with Agile project management skills has commenced, to equip key staff with the skills and knowledge to ensure we are able to deliver improvements using a method which is faster and more efficient than traditional approaches.

2.2 Sickness absence. (Red KPIs)

Sickness absence at the end of Q4/March 22 (April 21 to March 22) was 13.86 days lost per Full Time Equivalent across all directorates compared to 10.76 in 2020/21 and 12.39 in 2019/20. Recent month by month absence trend shows a steady reduction in working days lost since a peak in January due to the Omicron variant of Covid-19.

Long term absence accounted for 69.76% of days lost to absence in 2021/22 compared to 75.01% in 2020/21 and 69.12% in 2019/20. This does fluctuate throughout the year with January 2022 dropping to 52.60% days lost to Long Term absence within the month. When looking at staff currently in post, 46% of them did not have any absence in 2021/2022.

The top 3 reasons for absence follow a similar trend to previous years but Covid-19 has surpassed Musculoskeletal for percentage of days lost in 2021/22. Covid-19 absence has been on a downward trend since the January peak. The previous 3 years absence reasons are:

Year	#1	#2	#3
2021/22	Mental Health (34.30%)	Covid-19 (12.18%)	Musculoskeletal (12.07%)
2020/21	Mental Health (39.28%)	Musculoskeletal (12.84%)	Covid-19 (10.28%)
2019/20	Mental Health (36.46%)	Musculoskeletal (11.99%)	Respiratory Disease (9.02%)

There is ongoing work to gather comparator data and Lancashire has submitted data to the LG Inform workforce benchmarking club, allowing comparison with other county councils that have opted in. Data for 2020/21 is available and Quarter 4 data for 2021/22 data has recently been submitted.

When restricted to county councils Lancashire was 3rd of 15 for self-submitted FTE absence. 10.76 in 2020/21 compared to a mean of 8.2, high of 14.5 and low of 3.4. Comparator data will now form part of regular data monitoring and assessment against higher performing councils

Whilst the pandemic had a significant impact on sickness absence levels over the last three years, work is underway to put in place performance improvements including setting target reductions and performance management principles. Regular monitoring and reporting of data and outcomes will enable measurement against performance.

2.3 Revenue forecast outturn % variance to budget.

The 2021-22 revenue outturn position is an underspend of £29.92m, which by way of context is 3.39% of the county council's net budget. The largest contributing element to the overall underspend was the continued strong performance on Treasury Management with a surplus of £13.5m generated, thereafter the most significant single factor affecting both service and financial performance this year has again been the pandemic. Whilst there have been a number of service areas experiencing financial pressures due to the impact of Covid-19, there are also offsetting short-term cost reductions resulting from factors including lower than anticipated demand for some services and remote working in line with Government guidance. Lancashire County Council has also taken the financial opportunity to include set-up and increases to provisions relating to risks around further fuel and energy price pressures, increased our provision for future insurance liabilities, and an early repayment of a long-term loan to achieve revenue savings in future years. In terms of long-term financial planning improvements, we are reviewing our outturn with 5-year trend analysis with potential realignment of budgets / Medium Term Financial Strategy to reflect any structural under/overspending areas.

2.4 Highways carriageway safety defects. (Red KPIs)

Quarter 4 has seen a high number of reported defects across the county at 19,909 the majority of which are Highways Service Inspection (HIS) reported. This compares with the same quarter in 2021 (19,907) but remains high compared to 2020 (15,499) and 2019 (10,349). This has placed an extremely high demand on the service which has also been operating a winter service with 2544 gritting actions over 58 days during quarter 4. This has placed additional pressure on the service as teams are diverted to gritting duties and require standdown.

With a significant number of defects being identified as 10-day defects, where these require traffic management, this has resulted in delays as mobilisation of complex traffic management requires some time. New methods of working for 2022/23 look to address this. A focus on Category 1 defect response times (i.e. those needing prompt attention) has identified a number of actions which will improve the KPI figures moving forward.

Lancashire County Council's outturn, standing and quartile position as per Association of Public Service Excellence (APSE)-Direct Management Group (DMG) Benchmarking Group is:

	LCC	Stand ing	Quartile	LCC	Standing	Quartil e
	2020/21			2019/20		
% Emergency Defects Made Safe on time (4hr)	91.90%	12/16	3	92.63%	10/18	3
% Urgent Defects Made Safe on time (2 day)	86.84%	13/16	4	92.36%	7/16	2
% non-urgent defects Made Safe on time (5-20day)	88.53%	12/15	3	93.00%	9/15	2

2.5 Street lighting fault repair.

The performance for both the non-traffic management and traffic management defects repaired on time has improved compared with the previous year and is above the target of 95%. Overall, the number of faults detected/reported has reduced from the previous year.

	non-Traffic Management Repairs: Target 95%			Traffic Management Repairs; Target 95%		
Year	Found	Fixed	% Fixed on time	Found	Fixed	% Fixed on time
2021/22	2417	2368	98%	409	389	95%
2020/21	3006	2742	91%	209	185	89%

2.6 Risks and Opportunities

2.6.1 Reshaping the County Council

Risk ID Corp 1 – Reshaping the County Council	Current risk score: 16	Target Risk Score: 9
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Key to Scores

	CATASTROPHIC	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			

We are well on with making improvements and changes across the organisation and this work will continue to grow and develop over the next twelve months. Our work on reshaping the county council has four elements. There is positive progress across all the elements of this key risk and include:

2.6.1.1 Our Improvement Journey

- Recruitment to Improvement Journey core team complete; phase 2 recruitment underway. "Front Door to Change" design work and key engagement completed.
- Corporate Programme Management Office redesign underway to enhance ability to provide corporate view of change activity and effective co-ordination and prioritisation of activity.

- Strategic Improvement Board has been re-established and a draft Strategic Change Delivery plan produced
- Supported pilot return to offices from early autumn, with key office sites reopening from October 2021; work ongoing to prioritise individual services' return to offices and appropriate timelines
- Range of flexible spaces offered in County Hall complex to meet identified needs of services, using a single agile work style; desk and space booking pilot completed
- Flexible working policy approved with additional supporting policies under development
- Ongoing engagement with cabinet to ensure political support for progress
- Phase 2 options to be developed and tested with Corporate Management Team and cabinet
- Customer experience board established
- The review of HR, Skills Learning and Development has been completed and a set of recommendations, accompanied by an implementation plan, has been presented to Corporate Management Team
- Strategy & Policy review has been undertaken

2.6.1.2 A New County Council

- Discussions continue to take place with political groups to improve communications with members on key issues and a county councillor questionnaire has been completed and shared with political groups. An action plan is being developed.
- Full Council has considered a range of constitutional issues that include:
 - Changes to cabinet member portfolio descriptions
 - Proposals for changes to the scrutiny function
 - The disestablishment of the Cabinet Committee on Performance Improvement
 - That the Political Governance Working Group meets on a quarterly basis
 - Minor changes to the Local Member Grant Scheme
 - Lead members providing an annual report at Full Council meetings
 - Minor changes to the members Code of Conduct
- Local Government Association Peer review action plan is being progressed

2.6.1.3 Improved Partnership Working

- Continue the work towards the development of strengthened partnership working through a joint long term strategic plan and a County Deal for Lancashire. An outline business case 'Our New Deal for a Greater Lancashire' has been produced and Lancashire Leaders are waiting on Government for further discussions. A new director has been appointed to lead on this work going forward.

- Agreed co-terminus footprint with health partners (Integrated Care System)

2.6.1.4 Financial Sustainability

Overall, the Council has an appropriate level of reserves available to manage the financial risks it is facing from 2022/23 to 2024/25. However, on current forecasts it will be necessary that additional savings will be required to bring the council to a financially sustainable position. Therefore, a further targeted service challenge review process will be undertaken as part of the 2023/24 budget process.

2.6.2 ICT Provision

Risk ID	Corp 5	Title:	ICT Provision	Current risk score:	16	Target Risk Score:	8
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Key to Scores

	CATASTROPHIC	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			

There are three elements to this risk – the implementation of Oracle Fusion, the development of Core Systems and the organisation's data requirements.

The Oracle Fusion programme that will replace the existing system for managing our money and people resources will go live during 2022/23 although the original go live date has been put back. To ensure smooth transition end user engagement sessions are being rolled out and we are identifying 'hard to reach' users in service areas. Business Readiness surveys and Business Readiness Assessments are to be completed for each service area.

Work continues to ensure our core systems are fit for purpose and that the organisation's data requirements are met. In terms of core systems, all senior management posts in the service are appointed to with staff in place. A Digital Services transformation programme is progressing and is due to be completed by the end of 2022. This will adopt best practice to deliver a high performing Digital Service. A data

strategy is being developed and mature processes are being adopted to establish the difference between unassured data and assured data.

3. Protecting our environment

This section reports on the work being undertaken to protect our environment, both by providing services to Lancashire's citizens and by improving the environment footprint of the council's services.

3.1 Recycling

The recycling rate for 21/22 is comparable to last year's out-turn of around 45%. Doorstep collected residual waste dropped by only c2,000t across Lancashire and Blackpool combined from 418,000t to 416,000t as they continued to accept and treat high volumes of waste, levels of which far exceed pre-pandemic years. Kerbside collected recyclables: green, glass cans and plastics and paper and card saw a drop of 7% on 20/21 down by c13,000t, with glass cans and plastics seeing the highest drop. Recycling Centres performed well with positive results, recyclable tonnes achieving levels of up to 85% against where they were at pre-pandemic. The 85% figure is achieved by comparing 19/20 recyclables tonnes (Recyclate and green) at our Recycling Centres to tonnes in 21/22. In 19/20 c62,000t compared to 21/22 c53,000t

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. Thornton continued throughout the year to produce high volumes of Compost Like Output (CLO) but due to continued high volumes of doorstep collected residual waste at this site produced higher than expected volumes of Refuse Derived Fuel (RDF) and lower than anticipated mass loss. The Material Recycling Facility (MRF) continued to work at full capacity processing 53,000t over the year and diverted c17,000t to third party MRFs to ease operational issues due to the shear volumes of this comingled waste stream.

3.2 Risks and opportunities

3.2.1 Opportunities: Environmental Improvements

Opportunity ID: CO2 Title: Environmental Improvements	Current Opportunity score: 6	Target Opportunity Score: 16
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Key to Scores

	Outstanding	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			

- Replacement of older significantly less environmentally friendly vehicles with newer lower emission vehicles and plant as part of Capital Fleet Replacement Programme (latest Euro specification vehicles emit exponentially less than earlier Euro standard vehicles).
- Currently assessing electric vehicles (EVs) but ranges and charging remain an issue
- Working group formed with Fleet, Property and Design & Construction and proposals being completed for pilot for single dual point 22 KW charging facilities at Bamber Bridge and Network 65 to trial EVs in Fleet and inform the working group to enable further roll out of infrastructure and EVs within the County Council.
- Three EV mid-sized vans now in Fleet Services (delivered April 21) which will inform further the feasibility and actions that may need to be considered with a larger roll out of EV and ULEVs (Ultra Low Emissions Vehicles); one of the vans will initially be used by user departments and teams on extended trials and to inform of possible changes to working practices and infrastructure requirements to achieve zero emission vehicles in practical operational use.
- Investigation and trialling of various EVs (vans and cars) with Parking Services re enabling the use of suitable EVs for the Parking Services operations moving in-house this year.

4. Supporting Economic Growth

This section reports on the council's activities to support new businesses, including the development of infrastructure and, recognising the importance of knowledge and skills development: educational attainment and the use of libraries.

4.1 Supporting new businesses and business growth

4.1.1 Rosebud

This quarter saw Rosebud make 2 investments to the value of £152k, this would have been 3 at £452k however due to technical issues one investment at £300k has moved to the next quarter. Overall, the pipeline of investments is looking very healthy and the

strongest it has been pre-covid (1st lockdown) at £1.04m across 15 potential new investment opportunities. Over the 2021/22 financial year Rosebud has invested £796k across 6 investments. Challenges remain regarding appetite for debt funding from SME's however given the challenging trading circumstances the fund is performing reasonably well.

4.1.2 Boost ERDF Support (Red KPI)

The team has been closing down the Boost three element of the 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 we have one new provider now delivering our Growth mentoring service, all other services were successfully reprocured during this 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 our Lancashire business community. The Growth hub (Boost) remains committed to curating and simplifying the business support eco system to enable growth ambitious businesses across to county to benefit from the "right" support at the "right" time. Whilst it is fair to say that the output within this first quarter are lower than anticipated, it is also a reflection on the "business" and time poor realities that a lot of our businesses are facing. Whilst we don't have the headline numbers we expected, there is a strong pipeline of delivery and our service providers are optimistic that they will be able to deliver to the headlines promised, the challenge is not so much in finding the businesses but more around their ability to commit to the 12-hour commitment to secure an intensive assist.

4.2 Education and skills

4.2.1 Educational attainment

Educational out-turn figures are not updated in this quarter.

4.2.2 16/17-year-olds in Employment Education or Training (EET).

The 3-month average for all young people and for young people with Special Educational Needs or Disabilities (SEND) in employment, education or training have both achieved their targets.

At 94.8%, the December 2021 to February 2022 3-month average shows an improvement for all young people compared to the December 2020 to February 2021 3-month average of 94.2%. This performance is close to the National (95.3%) and North West (95.1%) performance for the same period. The December 2021 to February 2022 3-month average for young people with SEND has remained steady at 89.4%. This is below the latest National (91.4%) and same as the North West averages (89.4%) for March 2022. The improvement in Lancashire's performance is particularly notable as there are over 1,000 more young people in the cohort (average cohort size between December 2020 and February 2021 compared to December 2021 to February 2022) 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 further improvement in the December 2021 to February 2022 3-month average 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 Not In Employment Education or Training (NEET) and not known position, including a focus on vulnerable groups, and to ensure that we are meeting our statutory duties in this area of work. The Authority continues to engage with other teams internally and is working more effectively with the Inclusion Service to share data on the participation status of young people with SEND or with an Education or Health Care Plan (EHCP). The Authority is continuing to look at alternative solutions in relation to tracking young people for whom we have no contact details, in particular those without phone numbers. The Authority has introduced text messaging in addition to phone calls and this has generated a good response

The Authority has been successful in bidding for some funding from the Careers Enterprise Company which will allow us to commission some targeted support for year 11 leavers who have no post 16 intended destination. This work will take place over summer. This is a similar piece of work to that undertaken last summer using Covid funding and the outcomes were very positive. 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.

4.4 Use of Libraries.

4.4.1 Visitor numbers

The growth trajectory shown in Q3 continued, and there were over 1.5 million visitors to libraries over the year, which exceeded the target (reviewed in Q2 due to the impact of the pandemic)

4.4.2 People's network (PNET) sessions.

The increase in usage shown in Q3 continued into Q4 and, with over 167,000 PNET sessions taking place during the year, the annual target (revised to take into account the pandemic restrictions) was exceeded. The improvements that were carried out during the network refresh, including the free WiFi service, improved broadband and WiFi printing will have positively impacted the experience of PNET users.

4.4.3 Library events.

In Q4 alone there were over 5,000 events in libraries, bringing the annual total to over 7,700 and exceeding the post pandemic target. The 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 is growing rapidly.

4.4.4 e-downloads.

There is evidence that people who have moved to the electronic formats are staying with them and with almost 270,000 downloads in Q4, the post-pandemic target (which was a significant increase on previous targets) was exceeded. There were almost 990,000 e-book downloads in the year.

4.4.5 Volunteers in libraries.

The number of volunteers in libraries has continued to increase, with almost 350 in Q4, exceeding the revised target.

4.5 Risks and Opportunities

There are no corporate risks

5.Caring for the vulnerable

This section includes performance about our support to children, young people and their families, and adult social care services and public health.

5.1 Children and families

5.1.1 Children and Families Wellbeing Service.

Q4 outturn was 66%; January and February saw below target performance with March's figure reaching 75%. January is an historically low performing month which sees higher than average levels of case closure for reasons other than 'All Needs Met'; encouragingly in January 2022 the disengagement from services has been less of a driver for this lower performance than the cases requiring step up to Children's Social Care. It should be noted that due to the consolidation of services the data from 21/22 is not directly comparable to previous years and as such historic trends around specific closure reasons are not fully applicable to the current year. As the service has retained Level 3 cases, from which the majority of 'steps ups' originate there is a correlation between the relative increase in cases closing as 'stepped up' and the profile of cases across Children and Families Wellbeing Service being at the higher level of need. As such the January 2022 closure-position has shifted slightly, away from disengagement towards step up.

The focus for 22/23 will be to better understand disengagement from services (this is currently a priority activity included in the agenda at the Data Quality Performance group) as well as to better understand variations in case closures throughout the year. Additionally, the service has a robust mechanism in place to improve practise, focussed on quality of direct work provision leading to positive outcomes for children, young people & families. This provides assurance that we are focussed on meeting needs in the context of the service's revised focus on intensive support for the most

vulnerable families. It is anticipated that the return to trend witnessed in March will continue into 22/23.

5.1.2 Lancashire Looked after children actually living in Lancashire.

This indicator was below target at the end of Q4 2021/22 (78%). Due to improved reporting mechanisms, some looked after children placed close to the Lancashire boundary are now classed as residing outside the boundary. Children's 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.

5.2 Adult Social Care

5.2.1 Safeguarding outcomes. (Red KPI)

There were 3,940 safeguarding alerts during Q4 and although a smaller proportion indicated that their safeguarding outcomes were fully met with performance dropping to 59.6% (from 65.4% in 20/21), 96.4% of people indicated that their desired safeguarding outcomes were partially or fully achieved, which is higher than the 2020/21 National figure of 94.8%. A deep dive has highlighted the need to improve recording to ensure the desired outcomes recorded are specific to safeguarding.

The safeguarding service has implemented 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 more appropriately, including referring to a partner agency to complete and seek to deliver on outcomes.

5.2.2 Quality of care homes.

Across Lancashire 80.6% of care homes are rated good or outstanding by the Care Quality Commission (CQC), which is slightly below national performance (81.7%). Inspections of care homes recommenced slowly across the country following the pandemic. In Lancashire 20 inspections were published in the fourth quarter of 2021/22 compared to 9 in the same period in 2020/21. Lancashire's in-house services will obviously remain at current levels, until reinspected.

Lancashire County Council maintains 16 care homes for older people, 12 of which are currently rated good or outstanding with four care homes requiring improvement. The CQC report for Woodlands was published in April 2022 rating the care home as good, having previously been rated as requiring improvement.

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

5.2.3 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, 96.0% of community care providers were rated as good or outstanding by the Care Quality Commission, which is better than national performance (87.3%). Lancashire County Council maintains 10 community care providers, 9 of which are supported living services and are 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 continues to be rated outstanding by CQC.

Numbers of inspections of community providers remain low following the pandemic, with 3 inspections being published throughout Lancashire in the fourth quarter of 2021/22 (compared to 3 in the same period in 2020/21)

5.2.4 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 87.8% and performing above target compared with regional (79.1%) and national average (79.1%)

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

Current performance (82.4%) is below target for the year but is above the national average of 78.3%. 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. 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.

5.2.6 Adults with learning disabilities in employment. (Red KPI)

The proportion of adults with learning disabilities in employment (2.1%) continues to be low and under target. The national benchmark is 5.1%. 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 meant revising our 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. The staff that were redeployed are now back in their substantive roles. Work continues in this area to review how more adults can be supported into employment, by both the role of the specialist support team and also providers of care and support services. We are also in the process of submitting a

formal expression of interest to be part of an accelerated national programme to increase the resources and capacity of the service and improve the offer, support and performance.

5.2.7 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 under target at quarter 4, performing at 69.6%. This figure is similar to the national benchmark of 69.8% for 2020/21. 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.

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

117 people aged 18-64 were admitted to residential care during the 12 months to 31st March 2022 resulting in a rate of 16.3 per 100,000 population. This is above the current England average of 13.3 per 100,000 population, although the latest England averages relate to 2020/21, during which fewer residential admissions were made than in a normal year. This continues to be monitored to understand the impact that the pandemic has on this performance measure.

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

The number of older adults being admitted to a residential /nursing setting has improved over the fourth quarter, but it is still above the target range of 600-680 at 692.0 admissions per 100,000 population (which is 1769 people admitted to permanent residential care in the year). Performance is also higher than the national benchmark figure of 498.2. This is a key area of focus for the next period, and links to challenges in the workforce across health and social care which is an issue nationally as well as locally.

Homecare pressures increased significantly from July 2021 onwards and continue due to challenges in recruiting sufficient staff, which has meant more people entering 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.

People are being discharged from hospital with increased levels of and more complex needs. Going into a short-term 'Discharge to Assess' (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. We currently reviewing increasing access to and development of intermediate tier services to support people to return home as quickly as possible.

5.3 Public Health

5.3.1 Health Checks

NHS Health Checks remain a Public Health priority, and in addition to the commissioned delivery of NHS Health Checks, a series of mobilisation activities are 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 to expand the reach, quality and referral mechanisms into the NHS Health Check.

During quarter four the number of NHS Health Checks offered (first invitations) increased significantly. 14,340 of Lancashire's eligible population received an invitation for the NHS Health Check, a 145.8% increase on quarter three invitations (5,834). 5,071 NHS Health Checks were completed in quarter four, an increase of 2,288 from quarter three (2,783). Delivery was predominantly through GP practices in primary care but there was a notable increase in delivery in community settings (pharmacy) with 482 completed NHS Health Checks in quarter four, an increase of 468 from quarter three. Delivery in workplaces and places of worship continued to be consistent with the provider completing 332 NHS Health Checks during this quarter.

5.4 Risks and Opportunities

5.4.1 Family Safeguarding Model

Risk ID Corp 2 Title: Family Safeguarding Model Current risk score: 8 Target Risk Score: 8

Key to Scores

	CATASTROPHIC	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			

NB. Given the current score this may be removed from the corporate register when next reviewed by Corporate Management Team.

We have begun to develop a more strengths-based practice model, including the development of the Lancashire Family Safeguarding approach and the remodelled Early-Help offer. Therefore, our area of focus over the next twelve months will be to implement the Family Safeguarding Model alongside a remodel of Children's Social Care, embedding the revised approach to school improvement and implementing the re-modelled Early Help services. We will also ensure the quality of practice continues to improve, eliminating inadequate practice and ensuring consistently good assessments and plans across county council early help services and children's social care.

Recent progress includes:

- Family safeguarding teams in place
- Launch events complete
- Mechanism to secure adult workers agreed
- Recruitment to adult workers in progress and good oversight of recruitment
- Ongoing monitoring of performance
- Audit and practice improvement underway
- Transitions to Business-as-Usual 1 April 2022

5.4.2 Integration and Innovation

Risk ID Corp 4 Title: Integration & Innovation Current risk score: 20 Target Risk Score: 6

Key to Scores

	CATASTROPHIC	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			

We will continue to work with health partners on our joint work programme and ensure continued senior county council representation at the Integrated Care Provider Development Advisory Group (Exec Director) and at the Integrated Care System Development Oversight Group (Chief Executive). This is pivotal to ensuring local

government context and opportunity is understood and reflected in all plans and priorities. We will also continue to hold regular Internal health integration meetings (cross directorate) that are chaired by the Chief Executive to ensure clear and consistent approach to all meetings with NHS colleagues. Briefings for county councillors involved in NHS meetings will continue as will weekly meetings with lead cabinet members.

We are exploring the opportunity to create an integrated approach to commissioning and the development of an integrated approach to service delivery, in particular the use of Lancashire County Council's residential care to prevent avoidable admissions and increase the offer for older people who are mentally ill or have dementia. Co-terminus boundaries have been agreed with health partners.

5.4.3 Covid Impact on Services and Communities

Risk ID Corp 6	Title: Covid-19 Impact on Services & Communities
Current risk score: 16	Target Risk Score: 12

Key to Scores

	CATASTROPHIC	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			

NB The current scores will be assessed when the corporate register is next reviewed by Corporate Management Team.

Since the onset of the pandemic in March 2020, covid-19 has had a significant impact on both the people of Lancashire and how we have delivered our services in the face of increasing demands. We will continue to have a key role to play in the coming months as we will be at the heart of building a stronger, healthier, and more prosperous Lancashire for our residents and businesses. Recently, the Government published its plan for Living with Covid. We have assessed (and will continue to assess) the guidance and use it to help make difficult judgements based on the evidence regarding the impact on public health.

- In terms of Covid Incident Management we have stepped down the current Covid specific arrangements, some of the additional resource being retained to manage health protection front door in general and other tasks within public health in the interim. This should provide additional capacity should Covid peak again for incident management
- All local contact tracing has ceased as per "Living with Covid". Should requirement to re-instigate contact tracing be required in the near future, mothballed arrangements will be put back in place
- All community testing has ceased as per "Living with Covid". Should requirement to re-instigate community testing be required in the near future, mothballed arrangements will be put back in place.
- Covid specific arrangements for educational services have been stood down – some of the arrangements being subsumed into interim Health Protection front door

5.4.4 Demand Impact on Community and Services

Risk ID	Corp 7	Title: Demand Impact on Community & Services			
		Current risk score: 16		Target Risk Score: 12	

Key to Scores

	CATASTROPHIC	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			

Demand for client-based services continues to increase resulting in increased budget pressures that may lead to poor outcomes for those people in receipt of our services. Therefore, for Adult Social Care we will continue to work with a range of partners regarding social care reforms and look to strengthen the adult social care market capacity through fee adjustments and active engagement to identify creative solutions. In relation to Children's social care, we will implement what we have set out above and for children and young people with special educational needs or disabilities (SEND) we will continue to invest in the service and deliver the priorities in our strategy.

Recent progress includes:

- Early Help Strategy agreed and delivery ongoing
- Family Safeguarding launched
- Outreach services expanded. Family Group Conferencing evaluation planned as part of national programme, with additional national funding provided. Pilot Voluntary Community and Faith Sector (VCFS) provision is in place supporting referrals from Childrens Social Care Teams and funding agreed to extending service for further 12 months.
- "Where Our Children Live" project reported to Cabinet January 2021 and there is a delivery plan in development
- Shifted block residential provision to establish more for children and young people with most complex needs. There is a continued focus on step down fostering placements with option to pay retainers to secure provision.
- Rates for Child in Need, Child Protection and Children Looked After all reducing but continued oversight in event of surge
- Where our Children Live capital bid to Department for Education was successful and plans to implement developed
- Market Position Statement and Intermediate Care Review on work programme for Adult Social Care & Health Partnership Board
- Capital Board has now approved an investment pot for older people's services and a Service Level Agreement for facilities management, cleaning and catering services has been developed
- Meetings held with Clinical Commissioning Groups (CCG), Lancashire Teaching Hospitals Trust (LTHT) and Lancashire and South Cumbria Foundation Trust (LSCFT) to consider flexible use of Lancashire County Council's (LCC) beds to relieve pressures
- CCG / LCC progressing discussions to explore the "Bradford Model" and having internal discussions with Mental Health services to seek to expand the offer to Elderly Mental Ill/Dementia.
- Report to Corporate Management Team regarding longer term strategic development of services agreed
- Discussions in progress with Shared Lives Plus to potentially expand the offer
- Transformation of day services – current offer in Older People's Community Services and Disability services being reviewed
- Reviewing Shared Lives with a view to providing an expanded model / offer to different client groups
- Established an internal Supported Accommodation working group to improve the scale, and pace of delivery
- Dedicated work to consider how we can manage demand differently, including joint work with Customer Access Service to support people earlier in the process and signpost them to support available in their local communities

5.4.5 Opportunity: Strengths based working

Opportunity ID: CO1 Title: Strengths Based Working (ASC)
Current Opp score: 15 Target Opp Score: 20

Key to Scores

	Outstanding	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			

Covid has been a catalyst for several positive changes to the way we work. The 'lessons learned' have provided a platform for future ways of working. We have made a significant number of changes that we will endeavour to maintain.

- Living Better Lives in Lancashire project will build on new ways of working
- Adult Social Care and Health Partnership Board continues to build on benefits of joint working