



Corporate Performance Report
Executive Summary
2022/23 Quarter 3



Introduction

The 2022/23 Q3 corporate performance report provides an update on performance across the 77 Key Performance Indicators (KPIs) which monitor progress towards achieving our four priorities: delivering better services, protecting the environment, supporting economic growth, and caring for the vulnerable.

Of the 77 KPIs in the Corporate Performance Dashboard, 40 have been updated for Q3. Of these, 23 (57.5%) are rated as Green, 9 (22.5%) are Amber and 8 (20%) are Red. Although a direct quarter on quarter comparison of the KPIs would not be appropriate as most of the updated KPIs are reporting part-quarter data due to time constraints it is worth noting that in Q2 59% of the RAG rated KPIs were Green (41 indicators), 21% were Amber (15 indicators) and 20% were Red (14 indicators).

The Chief Executive and each Executive Director has provided a summary of performance for their areas of responsibility in the following sections.

Angie Ridgwell, Chief Executive

Quarter 3 has been very much influenced by the winter pressures experienced across the health and care system as well as a full Ofsted inspection. We await the outcome of the inspection which we expect at the end of January and were pleased by the strong feedback we received from the inspection team.

Progress on the integration of the health and care system remains a priority as this is crucial to providing better services to our more vulnerable residents. The fragility of the market and the growing complexity of support needs, remain a key challenge and these will require longitudinal policy and structural changes across the system. The council is very active in shaping and influencing the system to get the best outcomes for all our 1.2m residents. However, resources have necessarily been diverted at an operational level to respond to the increasing winter pressures in the system. Our staff have been incredibly supportive of the NHS providing innovative solutions where business as usual has not been sufficient in the circumstances.

Performance challenges remain, primarily focused around adult social care and public health, underlining the need for the structural reforms referred to above. Significant work continues in these areas as set out in Louise Taylor's executive summary below.

Our financial position continues to improve with the forecast overspend reducing to £2.5m from £8m. The Executive Management Team remains committed to ensuring we finalise the year within our allocated financial envelope.

The implementation of Oracle Fusion has been another milestone in the quarter. This is the single largest system in the Council and has necessarily been implemented at pace with staff going above and beyond to deliver. However there have been some real challenges and particularly on the supplier (payment) side these need to be resolved quickly.

Workforce productivity continues its improving trend with further reductions in long term absences, especially around mental health. Recruitment remains a challenge in



a number of areas and recent successes, particularly in Children's services show where innovative solutions are having a positive impact.

Louise Taylor, Executive Director of Adult Services and Health and Wellbeing

Our Corporate Performance Indicators provide a robust picture of achievements over the last 9 months and highlight areas where we need to maintain focus.

Good progress has been made in reducing the number of people waiting for an assessment for a social care service or support offer. Lancashire, like most other authorities, has a backlog in the number of people waiting for a social care assessment and receiving a service but waiting review. Further work is required and ongoing.

Another metric demonstrating improvement relates to the 'Making Safeguarding Personal' indicator. Our redesigned Safeguarding Service continues to provide a person centred approach with improved data collection and reporting, which was highlighted as an issue previously. This area remains a priority and further improvement in this metric is expected.

Other indicators continue to reflect ongoing challenges which are not unique to Lancashire. Our long-term average costs show a moderate but expected increase. This is comparable to the trends seen amongst our comparator authorities and is impacted by the current economic climate and we will continue to monitor closely. The process of setting service provider fees for next year is underway and will likely reflect the ongoing cost pressures relating to staffing, utilities, the general cost of living and insurance.

The quality of care home provision across Lancashire remains a concern for both our internal provider services and the external market. There has been a dip in the number of providers rated as good or outstanding. This reflects the ongoing pressures being faced by the care market with the Care Quality Commission reporting issues such as staffing shortages particularly in relation to Registered Managers, lapses in data recording and record keeping, and the general effects of the cost of living impacting on care home quality ratings across the country. Our overall position is marginally better than region and comparable with the England average for care home quality but above both for the quality of home care provision with significantly more providers rated good and outstanding.

We continue to develop our suite of indicators to ensure that we are monitoring the right things in the best way. For example, we established a new data set this year for 'the number of people waiting over 28 days for a package of care'. Once we have collected a full year's worth of data, we will be able to benchmark more effectively.

As highlighted in the previous report our 'Living Better Lives in Lancashire' programme is continuing to roll out in the community and hospital-based services. Its focus is on what people can do for themselves and helping people to better identify and access support in their local area rather than relying solely on formal packages of care. The metrics for the programme continue to show better outcomes for people alongside cost savings that have exceeded our initial forecasts. This work will continue into



2023/24 with an emphasis on further improving joint working and shared investment in preventative services with the NHS and public health.

Many of our indicators are inter-related and important in preparing the directorate to meet future challenges, including social care reform (some of which is now delayed until 2025), managing demand, winter pressures and ensuring inspection readiness. We are building a suite of workforce indicators as recruitment, retention and sickness remain a critical factor in our ongoing provision of safe and effective services.

Work continues with our district and NHS colleagues to develop plans to improve our housing with care and support options for older people and working age people with a supported housing need.

In relation to public health services, we continue to track delivery across a number of areas and are also working intensively to revise key service specifications in advance of formal procurement exercises due to take place during 23/24. Our NHS Health Checks programme continues to recover well, and we are continuing to develop our community provision further and in particular to work with a wide range of local libraries to integrate this with the Warm Spaces programme across the county.

A range of mitigating actions to improve the performance of our health visiting services is being pursued through a formal remedial action plan. We anticipate the Q3 data in mid-January 23 to show improvement with newborn visits. Our recently formed health protection service continues to develop and strengthen its approach in ensuring that we can both prevent and control infections. This includes responding to the recent local rise in invasive Strep A infections and ensuring that we provide appropriate support to both care homes, schools and the wider community.

Jacqui Old, Executive Director of Education and Children's Services

Overall, the Education and Children's Services directorate continues to perform well in many areas. The service received an Ofsted inspection in this quarter with the judgement due at the end of January 2023. There continues to be significant in-year budget pressures driven largely by the increased costs of placements for children in our care plus increased cost in Section 17 spend where families require financial assistance in terms of goods or services in exceptional circumstances. The challenges regarding workforce and recruitment are improving with the welcoming of the South African social workers but there remains a significant pressure in managing increased demand.

The directorate has improved its controls to reduce costs through a range of activity. We have taken steps to tighten financial controls and establish a revised system which is proportionate but gives greater clarity and scrutiny, in particular, we have implemented a protocol that requires a double lock sign-off process for placement spend. This ensures there is robust decision making and challenge when high cost homes are sought, ensuring that the opportunities for children and young people to be placed in in-house foster care and residential homes are maximised. Additionally,



steps are also being taken to improve recruitment and retention and reduce dependency on agency social work staffing.

The quarter 2 report noted the challenges relating to sufficiency of school places in some parts of the county and ongoing work to secure access to appropriate places. The closing date for secondary school applications was 31 October 2022 and the primary closing date was 15 January 2023. The allocation of places will take place in the Spring Term 2023. Updated information against these indicators will be published in June 2023. The admissions team are well aware that there are challenges in some areas of the county and lessons learnt from 2022 will be implemented this year. Last year over 5,000 children were in-year admissions, this figure needs to be factored in to planning in the future and pupil numbers will be carefully monitored.

Work has continued to ensure a high level of uptake of early years free funded education, and we are working proactively to ensure that funded places take up is a priority for all internal and external organisational partners and stakeholders. Data collected by the Early Years team indicates that we continue to have sufficient places for children despite the workforce and funding challenges facing the sector.

Key indicators for the library service continue to demonstrate good recovery following the removal of Covid restrictions with footfall continuing to grow, alongside increases in e-downloads. The Warm Welcome initiative is very much appreciated in both library venues and Children, Family and Wellbeing venues.

Revised data has been published for 2021/22 for Key Stage 2 (KS2) and Key Stage 4 (KS4). This indicates that results are not as good as we would wish, particularly at Key Stage 2 and for children with Special Educational Needs and Disabilities (SEND). 62.1% of children assessed at Early Years Foundation Stage achieved a 'Good Level Development' which remains lower than the national average. The attainment gap between genders remains with girls outperforming boys. KS2 improved to 57% but rates remain below the latest National (59%) and Regional (58%). The provisional KS4 attainment 8 score data saw a slight improvement.

A key factor was that Lancashire experienced a high impact from the pandemic, with school absence rate being higher than the national averages. It is however worth noting that Ofsted outcomes from school inspections, after the pandemic have continued to be Good, highlighting the work that schools and settings have done to provide high quality education and stability for children. We continue to provide significant support to all schools and are using local data to offer targeted support. Current attendance rates are higher than both national and regional figures.

There has been improved performance in the overall percentage of young people in education, employment and training. However, the percentage of care leavers in Employment, Education or Training remains below target. This variation can be attributed to a reduction in seasonal work, the cost-of-living crisis and the current industrial action. We continue to work with young people and partners in addressing the increased challenges young people face in accessing affordable housing and the

Employee Support Team and Virtual School continue to seek out opportunities for our young people.

Permanent exclusion rates have increased significantly since September 2022 in comparison with the same period last time. A number of steps are being taken to address these that include a review of the Alternative Provision Strategy resulting in a focus on an outreach first approach. This new approach has been developed in consultation with and the support of schools across the sector.

There was an 11% increase in the number of Education, Health and Care (EHC) plans maintained by the local authority in 2022 in comparison with 2021, which is likely to increase still further as there was a 70% increase in the number of requests for EHC needs assessment in 2022 compared with the previous year.

The Schools' Forum, working with the Head of Inclusion, is reviewing the High Needs Block allocation and where future spend in this area should be deployed. SEND Sufficiency is a key focus and a review of high needs funding has been agreed to include a review of top up funding for mainstream schools and commissioning arrangements for alternative provision.

The implementation of the SEND Sufficiency Strategy continues, and expressions of interest have been received from four more mainstream schools, including one secondary, to create Special Educational Needs units. Work is underway to create up to 80 special school places in West Lancashire and a new free school for primary aged children with social, emotional and mental health needs in Lancaster.

Data suggests the percentage of children and young people who received targeted early help support which met their identified needs improved significantly and is above target. Our Children's Social Care Services are continuing to perform well in the context of increases in demand and challenges in securing the right homes for children in Lancashire. Placement sufficiency continues to be a key challenge. Good practice is being shared across teams to help ensure that engagement from families is maintained and increased, new commissioning arrangements are helping to secure appropriate homes for young people in Lancashire, and there is continued close monitoring of the number of children who start to become looked after by the council through the Family Safeguarding approach.

Phil Green, Executive Director of Growth, Environment, Transport and Community Services

In addition to the corporate KPIs, the directorate's 'speed dial' dashboard continues to indicate that Growth, Environment and Transport is performing at 'good' across the majority of indicators as well as highlighting some key areas at average or below. The Growth, Environment and Transport dashboard includes performance assessment of the multi-£billion strategic development and infrastructure programme which analyses projects by budget, risk and progress towards agreed outcomes. The current assessment is a 67% overall performance rate which is 'amber' reflecting some



continued excellent progress as well as ongoing challenges facing key projects including inflationary impacts in particular. The threshold for 'green' overall is set high at 80% and as a new monitor is subject to ongoing testing. Project assurance and spend is good to excellent. Planning and Environment indicators are good to excellent. Work on priorities and funding bids within available resources continues pending announcements such as on the Levelling Up Fund Round 2 bids impacting on active travel (cycling and walking) activity and performance.

Ongoing macro-economic conditions globally and UK-wide continue to have a localised impact on aspects of the business community affecting start-ups, recruitment and the scale of investment appetite. Job creation and business formation attributable to the Growth Hub (Boost), continue to improve however new jobs (20.4) remain below target for this point in the year to date. Confidence in some sectors is seeing levels of interest in Rosebud loans continuing to recover and the pipeline forecast is strengthening, however the scale of loan values remains below anticipated. Interventions are being actioned including an investment pipeline and conclusion of contract reviews as described in the main body of the report.

Grant Funding Agreements for the new 'Multiply' programme to improve adult numeracy skills are in place. 192 companies have now registered pledges to support skills development in the workforce and eight businesses have taken advantage of Young Apprenticeship Grants to recruit 15 apprentices. Skills Bootcamp performance remains strong with 146 starts (84% of target) and the launch of 'Dragon's Den' style events in partnership with Job Centre Plus.

The pace of dealing with highway and lighting faults continues to exceed targets and capital programme works continue to be delivered including the Preston Ringway surfacing. Performance in Q4 will continue to depend on weather conditions. Highways development control has improved overall performance on response times compared to Q2. Whilst manufacturing delays continue in Q3 impacting on delivery of new vehicles in public and integrated transport, the Bus Service Improvement Plan grant allocation was confirmed in Q3 and the first improvements were launched in November. The Highway Operations team has been able to secure nine new apprentices who will work through their two-year programme with the ultimate aim of securing permanent positions in the department to help tackle continuing recruitment and retention challenges evident across the GET Directorate as a whole.

Estates' performance continues to measure as good. Disposals remain forecast to achieve the March 2023 capital receipts target and commercial business parks continue to deliver development opportunities, attract business and increase the portfolio asset value aligned to the work of the council's company, Lancashire County Developments Ltd (LCDL). Particular pressures linked to the volume of compensation agreements for high profile schemes continue to be managed.

Customer Access measures are performing well for customer satisfaction (91.1%) and the report highlights that calls answered (89.6%) is now on target improving on Q2 thanks to significant improvements in automation.



In waste, financial performance continues to be good, however waste volumes are reducing. Operational performance of Lancashire Renewables remains excellent and performance at Household Waste Recycling Centres continues to improve at a steady pace. Recruitment challenges and sickness performance remain at or below average and under review. Targeted intervention continues to resolve a number of longer-term absences to the overall benefit of forecast sickness performance.

Mark Wynn, Executive Director of Resources

The 2022/23 revenue monitoring position as at Quarter 3 is a forecast overspend of £2.5m, which by way of context is 0.27% of the county council's net budget. The overspend contains a number of minor variations, however the biggest budget challenge remains in Children's Social Care. The Resources Directorate itself is forecast to overspend by £1.3m. Whilst there are a number of under and overspends within service areas the three key drivers are

- The need to make an additional payment to the Lancashire Pension Fund (to top up 21/22 contributions)
- A change in the policy for the accounting for Registrars income
- Facilities management have seen increased spend in property maintenance and a shortfall in income for school catering

The first phase of Oracle Fusion was implemented on December 1st covering Payrolls and Human Resources. All payrolls were successfully run on the new system during December. Work continues to complete the implementation of the new system with Procurement and Finance to be live early in the new year. This significant milestone will allow the Council to move the next stages of optimising its use of the system and generating efficiencies across the organisation.

Action to improve sickness levels continues with long term sickness absence subject to regular review. There is a reduction to long-term absence, primarily mental health related absence however, there is a slight increase to short-term absence, primarily due to colds, flu & infections. Reporting is being developed to provide further insights and analysis now that Oracle Fusion is implemented.

An approval system for vacancies has been implemented with only business critical roles being filled. Work to restructure our People Services has commenced including redesigning our recruitment processes and support for services in their workforce planning.

Work has started on the Business Plan for 2023/24 pulling together operational plans from services with overall corporate targets. This will inform the setting of objectives and targets for the coming year. This is the precursor to the integrated framework which links strategy and priorities, business planning, financial planning and performance reporting which is under development under the direction of the Strategic Improvement Board (SIB). The corporate change plan which supports prioritisation,



resourcing, benefits planning and realisation, and governance continues to be developed. All current change initiatives are undergoing review by SIB.

Work also continues on developing the Council's budget for next year and over the coming years and ensuring plans are in place to ensure its delivery.

