

## Lancashire County Council

### Scrutiny Committee

**Minutes of the Meeting held on Friday, 17th June, 2016 at 10.00 am in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston**

#### **Present:**

County Councillor Bill Winlow (Chair)

#### **County Councillors**

A Barnes	J Shedwick
L Collinge	R Shewan
C Crompton	V Taylor
B Dawson	D Watts
D O'Toole	D Westley
Mrs L Oades	

County Councillor B Dawson replaced Councillor M Parkinson and County Councillor D Westley replaced Councillor G Wilkins for this meeting. A minute silence was observed by the Committee for Jo Cox MP.

#### **1. Apologies**

None were received.

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

None were disclosed

#### **3. Appointment of Chair and Deputy Chair**

**Resolved:** That the appointment of County Councillor Bill Winlow as Chair of the Committee and County Councillor Alyson Barnes as Deputy Chair of the Committee for the following municipal year be noted.

#### **4. Constitution, Membership and Terms of Reference**

**Resolved:** That the Constitution, Membership and Terms of Reference for the Committee be noted.

#### **5. Minutes of the Meetings held on 13 May**

##### **a. Minutes of the Meeting held on 13 May at 10:00am**

**Resolved:** That the minutes of the meeting held on 13 May 2016 at 10:00am be confirmed and signed by the Chair.

b. **Minutes of the meeting held on 13 May at 12:00pm**

**Resolved:** That the minutes of the meeting held on 13 May 2016 at 12:00pm be confirmed and signed by the Chair.

**6. Newton Europe Consultants**

The Chair welcomed Tony Pounder, Director of Adult Services; Cath Whalley, Head of Service Social Care Services; Linda Garnsey, Operations Manager, Support Planning and Review; Rachel Meadows, Operational Manager East AIA; and Stephen Knight, Newton Europe, to the meeting.

The Committee was provided with a presentation on an overview of how the role and remit of Newton Europe was contributing to the transformation of the design and delivery of services which would result in improved outcomes for adults.

Newton Europe had provided technical support to Adult Services as well as guidance and input into a major change programme. The programme was called Passport to Independence. What was important to note was that this built on the knowledge, skills and values of the existing managers and leaders in the organisation and staff on the front line.

Adult Services had secured technical knowledge from Newton Europe that it felt it needed to better organise some of the processes, practices and systems. The overall approach for this was in three stages:

- Assessment – identifying where the biggest opportunities for improvement were. It was noted that Adult Services was not making the best use of practitioners' time.
- Design – what were the solutions and how do we know they work. Stage 2 had begun in February 2016 and would end in August 2016.
- Implementation – rolling out that supported practice transformation across the county, locality by locality. The implementation stage would take 12 – 14 months.

Adult Services staff were playing a central role in driving this forward. A massive part of the work was understanding what needed to be changed and this was where support from Newton Europe was essential.

In terms of the improvement approach the programme covered Older People (OP), Physical Disabilities (PD), Learning Disabilities (LD) and Mental Health (MH).

By ensuring citizens and their families were at the centre of social care services in Lancashire, Adult Services would empower and equip staff and citizens with

the information and tools so they were able to work together to achieve the desired outcomes, whilst promoting independence and wellbeing.

Questions and Comments by the Committee in relation to the report were as follows:

- Members were pleased to see a transformation taking place.
- The Committee wanted some reassurances regarding occupational therapists. It was informed that 17 occupational therapists were currently employed but Adult Services had recently appointed a further 20 . This would enable concerns about the length of waiting times to be addressed.
- Another appointment had been made to improve relationships with the Acute Hospitals Trust
- The Committee felt it was vital for LCC and the Acute Trusts to start working together as a joined up service regarding the rehab and respite of elderly people. It was informed that the Adult Services Team was currently in the process of meeting with colleagues.
- Regarding assessment capability, Members were informed in terms of integrated working there were practitioners in hospitals, social workers, and discharge coordinators who were traditionally nurses employed by the NHS. They had access to the services Adult Services provided. Regarding people's capability, Adult Services had to be confident that all the practitioners who had access to commissioning services were properly assessing and making decisions based on what someone's level of ability and strength was.
- In terms of the Better Care Fund (BCF), Members were informed that in Lancashire this was £91m. Around £26m of the fund protected Social Care Services.
- The Committee pointed out that Fylde and Wyre had the highest level of elderly people within Lancashire and therefore felt that because the Customer Access Service was based in East Lancashire, the trials and sandboxes undertaken in that area were giving an unbalanced view because the higher majority was in Fylde in Wyre and that the figures from the analysis might be misleading. It was informed that there were pros and cons for all areas of Lancashire and a large amount of work had been done by LCC's finance and information colleagues. There was a lot of data analysis, benchmarking and understanding of demographics going on in the background to make sure results and figures reflected the population of the county.

- Concerns were raised with regards to people coming home from care who lived in properties owned by Registered Social Landlords (RSLs). Members enquired if these properties were adequate and had been adapted for these people, and did Adult Services have links with RSLs about adapted properties. They were informed that Adult Services worked closely with District Councils, the Housing Associations and RSLs regarding which properties had been adapted. If a home was unsuitable, a short term care arrangement could be put in place.
- It was vital to ask frontline workers their views. The structural issues were secondary, as the key issues were how did Adult Services get better processes, better practices, better support for frontline workers and better management.
- It was noted that the main problems and pressures that Health and mainly hospitals faced were addressing services for the elderly. It was important to get the staffing numbers proportionate to the demand being faced and comparative studies were taking place in the county. In terms of commissioning services, it was also important to make sure the amount of work commissioned was proportionate to the needs in different areas.
- Concerns were raised over lack of communication between Adult Services and its customers.
- The Committee requested the numbers of sandbox Clinical Assessment Service (CAS) to Screening Initial Assessment Service (SIAS) referrals, and non-sandbox CAS to SIAS referrals.
- The main focus of commissioners is to make sure that, with the providers of home care, was that Adult Services were delivering consistently. One of the major issues in homecare delivery was the number of home carers who were visiting people. It was vital to get a smaller group of carers staying with the people over a longer period of time. The Committee felt this was an important issue and was interested in the future to see how this service delivery was progressing and was being dealt with.
- Members were informed that 60 more social workers had been recruited with a further 25 still to be recruited. These extra staff were not yet post.. In the long term Adult Services needed to consider how to support a range of activities to the extent that maximised its productivity. Members requested periodical reports on this.
- The Committee acknowledged the good news of the recruitment of extra occupational therapists and the increase in the number of social workers.

- Members enquired how much more work was being done with home improvement agencies as they were crucial to the work Adult Services did and were informed that close relationships were developing.
- The Committee was informed that the ideal caseload for a practitioner was around 20. Practitioners had stated themselves that this was an ideal number.
- Members also expressed concerns about the effectiveness of Liquid Logic in assisting with service delivery and requested that further detail be provided

A copy of the presentation is appended to these minutes

**Resolved:** That

1. The report be noted
2. The Committee receive periodical updates on how the recruitment of additional social workers was easing waiting times and how Adult Services was maximising its productivity.
3. The Committee receive data for sandbox Clinical Assessment Service (CAS) to Screening Initial Assessment (SIAS) referrals and non-sandbox CAS to SIAS referrals.
4. The Committee receive information on the current position of Liquid Logic and future plans in relation to improving service delivery

## **7. Strategic Economic Plan**

The Chair welcomed Martin Kelly, Director of Economic Development, to the table. A presentation was given providing the Committee with a progress update on the Strategic Economic Plan including key initiatives and programmes.

The Committee was informed that the LEP had been running properly for 4 years. The LEP had developed an investment growth programme valued at nearly £1 Billion. There were 50 major initiatives planned/underway across all parts of Lancashire with key programmes delivering ahead of schedule and exceeding delivery targets. Government had a positive view of the LEP's overall performance. The LEP recognised the need to raise its profile and strengthen

communications with local stakeholders. The LEP welcomed the opportunity to work with local authorities on developing the Combined Authority and Devolution Deal proposals. It viewed the Northern Powerhouse as a positive framework that enabled Lancashire to position its economic strengths and forge stronger cross-boundary linkages.

Lancashire's LEP was the only one in the country with 4 Enterprise Zones. The LEP's Enterprise Zone programme had the potential to create 10,000 new jobs with an investor offer of Northern Powerhouse significance.

The LEP had a £20 Million Growing Places loan fund which was on its 9<sup>th</sup> commercial investment with £1 Million committed to secure 450 new jobs with a global investor expanding in Preston. Growing Places continued to welcome commercially focused investment proposals from public and private sector partners.

City Deal was the best performing City Deal in the country. All first year targets of the £450 Million City deal programme had been delivered in 2015/16.

Regarding the Growth Deal, Lancashire was one of the few LEPs in the country with a 6 year allocation worth around £230 Million. Lancashire was on track after year 1.

Transport for Lancashire was doing good work around strategic transport which helped make better sense of what was happening across Lancashire.

On the subject of Business Growth and Innovation, the first phase of Boost was completed in September 2015, with 3,000 SMEs engaged and 1,000 businesses improved across the Lancashire sub-region, with 1,200 new jobs created. Boost 2 was underway and the County Council was powering much of this.

A lot of work was underway in Skills for Growth in terms of the adult workforce and how to make it more productive.

The Government had agreed the European Strategic Investment Funding (ESIF) operational programme for England in June 2015. The LEP had successfully secured a 100% improvement in Lancashire's Assisted Area coverage. £188 Million had been allocated to Lancashire's ESIF programme.

Regarding Strategic Marketing and Communications, Members were informed there was exciting work in the autumn concerning the LEPs and how Lancashire presented itself to the external world.

Northern Powerhouse (NP) started off as a proposal from the Chancellor in 2014. NP aimed to close the North of England's performance gaps and rebalance the UK economy. It was still early days but the NP approach was ultimately to be underpinned by 11 Combined Authorities and 11 LEPs working with the Government to develop initiatives of Northern significance that transcend local boundaries. At this stage there was very little funding available. Early NP focus was on inter-city transport connectivity with the work of Transport for the North.

There was continued focus from the LEP on productivity and growth challenges. Lancashire was still around 25% of the national benchmark

Questions and Comments by the Committee in relation to the report were as follows:

- It was noted by Members of the perceived lack of LEP activity in West Lancashire. They were informed that through the LEP Skills Capital Fund £3 Million had been invested in Edgehill University's new bio facility. It was a £12 Million initiative scheme of which £3 Million was provided by the LEP.
- Skelmersdale was pointed out as an area which needed help financially. In terms of Skelmersdale town centre, Transport for Lancashire, which was part of the LEP, was hoping to progress train station proposals, which would cost close to £4 Million for the LEP and the County Council to prepare the case making for a new railway station for Skelmersdale.
- The LEP was also in detailed negotiations with the Homes and Communities Agency and West Lancashire Borough Council, for looking at a new special approach for using the 3 motorways surrounding Skelmersdale. It was felt there needed to be more investment in transport in West Lancashire.
- In terms of the access issues in Fylde and Wyre, as part of Growth Deal 3, investment was already planned for the A585. This included 2 further junction improvements. This was part of a national competition for funds. This was welcomed by Members.

A copy of the presentation is appended to the minutes

**Resolved:** That the Committee note the update report.

## **8. Urgent Business**

There were no items of Urgent Business

## **9. Date of Next Meeting**

The next meeting of the Scrutiny Committee will take place on Friday 22<sup>nd</sup> July 2016 at 10.00 in Cabinet Room B (The Diamond Jubilee Room) at the County Hall, Preston.

I Young  
Director of Governance, Finance

and Public Services

County Hall  
Preston