

Lancashire County Council

Cabinet Committee on Performance Improvement

Friday, 12th October, 2012 at 2.00 pm in Cabinet Room 'B' - County Hall, Preston

Agenda

Part 1 (Open to Press and Public)

No.	Item
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1.	Apologies for Absence
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2.	Disclosure of Pecuniary Interests
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Members are asked to consider any Pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

3.	Minutes of the Meeting held on 30 August 2012	(Pages 1 - 6)
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To be confirmed, and signed by the Chair.

4.	Impact of Partnership Working with Schools below the Floor Standard	(Pages 7 - 14)
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5.	Progress on the Proposal for a Carers Break Fund	(Pages 15 - 18)
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6.	Help Direct Information and Performance Update	(Pages 19 - 22)
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7.	Urgent Business
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An item of Urgent Business may only be considered under this heading where, by reason of special circumstances to be recorded in the minutes, the Chairman of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Members' intention to raise a matter under this heading.

8.	Date of Next Meeting
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The next meeting of the Cabinet Committee will be held on Monday 22 November 2012 at 2.00 pm in Cabinet Room B, County Hall, Preston.

I M Fisher
County Secretary and Solicitor

County Hall
Preston

Agenda Item 3

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Thursday, 30th August, 2012 at 2.00 pm in Cabinet Room 'B' - County Hall, Preston

Present:

County Councillor Albert Atkinson (Chair)

County Councillors

Mrs S Charles

J Mein

1. Apologies for Absence

Apologies were received from County Councillors Geoff Driver, Tim Ashton and Mark Perks.

2. Disclosure of Pecuniary Interests

None disclosed.

3. Minutes of the Meeting held on 3 July 2012

Resolved: The minutes of the meeting held on 3 July 2012 were agreed as correct.

4. Cabinet Committee on Performance Improvement - Amendment to Membership

Resolved: The Cabinet Committee on Performance Improvement noted the addition of County Councillor Mrs Susie Charles to the Membership.

5. Quarterly Corporate Performance Monitoring and Improvement - Corporate Scorecard Report

Michael Walder introduced the Quarterly Corporate Performance Monitoring Improvement – Corporate Scorecard report. Michael explained that the report shows targets for four indicators that have not met their first quarter targets but are forecast to hit their year-end targets. The four targets concern: Two targets for Help Direct, one for Major Investments and one for repairs to Carriageway and Footway Potholes,

Help Direct

Tony Pounder, Head of Commissioning for East Lancashire, Adult and Community Services presented the Help Direct Recovery Plan. Currently Help

Direct has a Year End Target to make 38,000 contacts. The target for quarter one was 9,500 and the current performance for quarter one is 8,017. The second year end target for Help Direct is to deal with 52,000 issues with a quarter one target of 13,000 and a current performance for quarter one figure of 10,541.

Tony explained that the transfer of Help Direct staff to the Customer Service Centre had some impact on the performance results and that the transfer arrangements were on track to complete in October 2012 which will bring stability in the teams and will see a more robust link between the Customer Service Centre and Help Direct and this will see an increased volume of calls coming through Help Direct.

The Help Direct leaflet is now in production and 1,000 copies per district will be distributed, which will enable Help Direct to step up their outreach promotion of the service again.

A communications and marketing approach has been agreed based on the learning from the pilot campaigns in Accrington and in St Anne's earlier this year, which will maximise the promotion and awareness-raising of the service amongst our partners, stakeholders and frontline staff;

Some unused contingency funds will be utilised for the Help Direct providers to "bid" for additional capacity to support the service following the transfer of the access arrangements and also assist with coping with the increased complexity of caseloads.

Help Direct is playing a bigger role in supporting those individuals who have lost services following Fair Access to Care Services (FACS) review, or have refused services following the increase in charges. An exercise is currently being undertaken to contact these individuals to ensure that their situations are stable and to proactively offer the Help Direct service to them. This will be repeated on a regular basis.

In responding to questions from the Committee Tony advised an exercise to obtain local information will be undertaken in the next quarter and that a further report will be presented to the Committee once the results of the second quarter are known.

Major Investments

Richard Bennett, Business Growth and Integration, Lancashire County Council presented the recovery plan for the Major Investments Performance Indicator. Richard explained that the year end target is to make 10 major investments in excess of £50,000 from the Rosebud Loan Fund to key business sectors. The current performance indicates that one qualifying loan was made in quarter one against a planned target of two. It was noted that another company had two investments totalling £50,000 over two quarters.

Richard explained the actions taken to increase the number of loans granted, including:

Marketing

- Marketing Plan – included in the Corporate Communications Marketing Strategy and will continue to deliver the following initiatives and actions:
- Direct Marketing to key companies identified using business databases.
- One to one meetings with targeted companies
- Advertising campaigns in – Lancashire Business View, North West Insider, Times Business Insider North
- Online articles Lancashire Business View and Times Business Insider mail-shots.
- Linking to businesses being turned down by banks (process in development).
- Links to other funding regimes to part finance propositions – North West Fund, Accelerating Business Growth (Regenerate Pennine Lancashire /Regional Growth Fund Programme).
- Links to intermediaries and trade organisations e.g. Institute of Chartered Accountants England and Wales, banks, individual accountants.

Events

- Planned events - Access to Finance Service working with LCDL to deliver four events commencing in October 2012, highlighting business finance offer from Rosebud, NW Fund and RPL.

Lancashire Business Growth Hub.

The establishment of the Hub later this year will also provide further opportunities to engage with target SME companies/sectors.

Other opportunities

Consideration is being given to changes to the Operation, Control and Branding of the Fund.

Richard concluded that, significant deals are in the pipeline and it is anticipated that the target will be back on track by the end of the second quarter.

Carriageway and Footway Potholes

Jo Turton, Executive Director for the Environment, presented the recovery plan and explained that a target of 90% has been set with regard to the percentage of carriageway and footway potholes, identified by regular highway inspections, be filled within 30 days. The current quarter one performance is 80%.

Jo explained that the reason for the current figure is that a computer server which supports the system used to record and monitor pothole information crashed on

23 May 2012 preventing the loading of defect reports, the creation of Works Programmes and the signing off of defect repairs. The system was offline until 29 May. The result of this was a mass loading of Highway Safety Inspection data on 29 May which resulted in a deluge of defects to repair. There were nearly 500 potholes loaded into the system on 29 May, compared with the normal day of less than 100. As a result, this impacted upon performance in May.

During the first quarter of the year, in a number of districts, pothole repairs have been combined with other works within the same area of highway. The consequence of this approach is that in some cases pothole repairs have been delayed beyond the target period.

The system of recording pothole repairs has not recorded temporary repairs as effecting a pothole repair completion. The implications of this are being addressed however in the mean time it presents a worse picture of performance than is actually the case.

Jo explained that action will be taken to improve the performance: Pothole repairs are managed through the operations teams in Lancashire Highway Services. Operations managers are responsible for managing repair performance through their teams. Managers have been instructed to prioritise work to achieve the required response time for all reported potholes.

A performance target of 95% has been set for July 2012 to March 2013. Performance will be monitored and resources deployed so that this will be achieved. This will ensure that performance at the end of Quarter 2 improves to 88% with final year end performance at 92%.

In responding to questions from the Committee Jo confirmed that at present there are two different systems that record information and it is intended to merge the system together to create one system to make data management easier.

Resolved: The Cabinet Committee on Performance Improvement noted and commented on the recovery plans as set out and welcomed further performance updates being presented at future Committee meetings as part of the quarterly corporate performance reporting arrangements. In addition the following specific updates were also requested at forthcoming meetings:

- Help direct queries and issues information – update and profile of need.
- Highways maintenance – profile of claims and effect of weather on identified pothole numbers.

6. Customer Experience Project - Online Bus Information

Caroline Bradley, Management Graduate Trainee and Tony Moreton, Assistant Director for Sustainable Transport presented the findings of the Customer Experience Project for Online Bus Information usage.

The purpose of the project was to find out if bus service information via the Lancashire County Council (LCC) online bus information website is:

- Easily accessible

- Easily understandable
- Easily useable and
- Can be used to make a journey between two places in Lancashire

Thirteen mystery shoppers were asked to plan a specified journey and record their findings based on one of three scenarios:

- Scenario 1 required searching for a specified bus journey using the LCC website.
- Scenario 2 required searching for a specified bus journey via the internet without the method being specified.
- Scenario 3 required searching for a specified journey via the LCC website and then carrying out the journey.

Key Findings

Those who accessed online bus information through the Lancashire County Council (LCC) website found it accessible.

Some issues were identified with the presentation and navigating the online bus information website.

Although the Traveline journey planner was found to be useful a number of issues were identified.

Caroline reported that the feedback was positive in general but a number of actions have been undertaken to improve the service as a result of the project, including:

- Revising A-Z links on website so easier to access pages.
- Comments regarding Traveline journey planner have been looked into. They have gone back to the regional partnership to investigate how fares could be dealt with on the site.
- Project has fed into the Business Enquiry and development work that OCL are undertaking on behalf of Sustainable Transport for the Buses web pages. This has led to a 'campaign page' being developed on the LCC website front page that now links directly to Bus Services.

Resolved: The Cabinet Committee on Performance Improvement thanked Caroline and Tony for their presentation and noted the positive work undertaken to make improvements to the Online Bus Information provided by Lancashire County Council.

7. Urgent Business

None noted.

8. Date of Next Meeting

It was noted that the next meeting of the Cabinet Committee will be held on 12 October 2012 at 2.00pm in Cabinet Room B, County Hall, Preston.

I M Fisher
County Secretary and Solicitor

County Hall
Preston

Cabinet Committee on Performance Improvement

Meeting to be held on 12 October 2012

Electoral Division affected: All

Impact of Partnership Working with Schools below the Floor Standard

(Appendix 'A' refers)

Contact for further information:

Jonathan Hewitt, (01772) 531663, Directorate for Children and Young People

Jonathan.hewitt@lancashire.gov.uk

Executive Summary

The past two years has seen a change in the statutory role of the local authority in supporting school improvement.

In the light of these changes the relationship between schools and the local authority is increasingly important and Lancashire has developed a very strong partnership with schools over the past decade. The great majority of schools buy into School Improvement Services and the Schools Forum provides additional support to schools in difficulty where appropriate.

The report sets out the impact of Lancashire's school improvement work in partnership with the lowest attaining schools over the past three years and highlights the key features of this support. Appendix 'A' sets out details of the following improvements:

1. Over the last three years the performance of Primary schools where schools' achievement was below the current Floor Standard of 60% of pupils achieving Level 4+ in English and Mathematics in 2009 shows:
 - Year on year improvement in both attainment and progress over 3 years;
 - Attainment averaging above 70% in 2012 according to provisional results.
2. Over the last three years the performance of Secondary schools where schools' achievement was below the current Floor Standard of 40% of pupils gaining 5 or more A*- C grades at GCSE including English and Mathematics in 2009 shows
 - Year on year improvement in attainment over 3 years;
 - Attainment averaging over 45% in 2012 according to provisional results.

Recommendation

The Cabinet Committee is asked to note and comment on reported performance information on the impact of partnership working with schools below the Floor Standard.

Background and Advice

The past two years has seen a change in the statutory role of the local authority in supporting school improvement. During this time schools have been given greater autonomy and the statutory role of the local authority School Improvement Partner, which monitored and challenged all schools and helped to set school level achievement targets, has been disestablished. At the same time more challenging performance standards have been created at the end of Key Stage 2 and Key Stage 4 and a more demanding Inspection framework has been introduced to help raise standards and improve the quality of provision.

In the light of these changes the relationship between schools and the local authority is increasingly important and Lancashire has developed a very strong partnership with schools over the past decade with schools buying into School Improvement Services and the Schools Forum supporting schools in difficulty where appropriate. Currently over 99% of primary schools, over 75% of secondary and special schools, and all nursery schools buy into Lancashire's school improvement services through a school service guarantee which provides support and challenge as well as monitoring school performance in partnership with schools. This programme of support also makes use of strong schools in Lancashire to offer school to school support.

Appendix 'A' sets out the impact of Lancashire's improvement partnership with schools on the lowest attaining schools over the past four years and highlights the key features of this support. It is also worth noting, however, that the performance of all schools in Lancashire has improved over this period, with results at the end of Key Stage 2 and Key Stage 4 being consistently above the national average.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

No significant risks have been identified in relation to the proposals contained within this report.

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Primary School performance tables 2009/2011	2009/2011	Jonathan Hewitt Directorate for Children and Young People (01772) 531663

Secondary School 2009/2011
Performance tables 2009/2011

Jonathan Hewitt
Directorate for Children and
Young People
(01772) 531663

Reason for inclusion in Part II, if appropriate

N/A

Impact of partnership working with schools below the Floor Standard*

Primary schools

Table 1: Performance of pupils in Primary schools over the past 3 years where below 60% of pupils achieved Level 4+ in English and Mathematics in 2008/9. This is based on tracking the results of the 74 primary schools that fell below the current Floor Standard in 2009 over the past 3 years.

Year	L4+ Eng/Maths	2L progress from KS1 to KS2 English	2L progress from KS1 to KS2 Maths
2008/9	48.6%	71.9%	70.2%
2009/10*	63.5%	80.2%	75.2%
2010/11	64.6%	83.3%	81.0%
2011/12	74.2%	91.5%	87.7%

*Results are based on Teacher Assessment

The data in table 1 indicates:

- Year on year improvement in both attainment and progress over 3 years
- Attainment averaging above 70% in 2012
- A substantial increase in attainment in the first year (almost +15%)
- A substantial increase in progress in the first year in both English (+8.3%) and Maths (+5%)
- A sustained increase in progress and attainment with these schools continuing to improve their attainment at a faster rate than the Lancashire average in the third year
- A 25%+ increase in attainment over three years
- A rate of improvement that is around 3 times the increase for all schools which is around 8%
- Sustained improvement over time with 66 of the schools being above 60% in 2012, 50 above 70%, 17 above 80% and 9 above 90% at Level 4 or above in English and Mathematics.

Table 2: This table refers to the 32 schools which fell below the Floor Standard in 2011 where below 60% of pupils achieved Level 4+ in English and Mathematics in 2011. This is based on tracking the results of these 32 schools over the period 2011-2012.

Year	L4+ Eng/Maths	2L progress from KS1 to KS2 English	2L progress from KS1 to KS2 Maths
2010/11	49.9%	74.2%	71.8%
2011/12	71.7%	89.5%	86.1%

The data in table 2 indicates

- A much greater increase than that for all schools nationally with a 22% rise in attainment in the 32 schools compared with a 6% rise nationally.
- A 15% and 14% increase in pupil progress in English and Mathematics respectively over 1 year
- The speed of the LA response to support and challenge schools where attainment is low as there is a substantial improvement over one year
- The clear focus on raising pupil achievement with over 85% of the schools exceeding Floor Standard in 2012 according to provisional results.

Secondary Schools

Table 3: Performance of pupils in schools over the past 3 years where below 40% of pupils gained 5 or more A*-C grades at GCSE including English and Mathematics (E/M) in 2008/9. This is based on tracking the results of the 18 secondary schools that fell below the current Floor Standard in 2009 over the past 3 years.

Year	5+ A*-C (E/M)	5+ A*-C
2008/9	31.8	59.5
2009/10	39.9	67.4
2010/11	45.3	76.2
2011/12	47.0	74.9

The data in table 3 indicates that

- Over the four years 2009 – 2012 attainment improved in this group of schools increased by over 15% in 5+ A*-C inc E/M
- Over the four years 2009 – 2012 attainment improved in this group of schools increased by over 15% in 5+ A*-C
- Over the same period of time Lancashire's overall results increased by around 10% for 5+ A*-C and 6% for 5+ A*-C inc E/M

- Over the same period of time England's overall results increased by around 10% for 5+ A*-C and 6% for 5+ A*-C inc E/M
- A quick pace of improvement in the identified 18 schools as their results increased much faster than the national average for all schools
- Sustained improvement over time with 14 of the schools being above 40% in 2012, 10 above 45% and 7 above 50% 5+ A*-C grades including English and Mathematics.

Strategies to raise attainment

The schools have worked in close partnership with the local authority and the specific strategies to raise attainment and improve the quality of education in schools below the Floor Standard include:

- Specific training and support for schools to improve their ability to track pupil achievement accurately and identify pupils who are not making the expected progress.
- Training for schools on the use of support programmes for individuals and small groups of pupils in English and Mathematics.
- Support for governing bodies in monitoring and evaluating the progress of pupils through the development of an effective committee structure and sharing good practice across governing bodies. Where appropriate strengthening governing bodies through additional governors with relevant knowledge and expertise.
- Support for innovative approaches to engage vulnerable and disaffected pupils and their families including facilitating the sharing of good practice between schools.
- Early identification of schools where achievement is low and the provision of intensive support from the local authority's monitoring and intervention team to improve leadership and management, and teaching and learning.
- Brokering school to school support so that outstanding schools with a track record of high achievement can work alongside those less effective schools.
- Brokering leadership support from outstanding headteachers many of whom have been nationally accredited for this work as Local Leaders in Education or National Leaders in Education.
- Facilitating collaborative arrangements across schools so outstanding schools can share their expertise, including the establishment of executive headships of more than one school.
- Working closely in partnership with the Diocese and Church authorities in Lancashire.

*The key Floor Standard for primary schools is that 60% of pupils attain Level 4 or above in both English and Mathematics at the end of Key Stage 2

The key Floor Standard for secondary schools is that 40% of pupils gain 5 or more GCSEs at grades A*-C including English and Mathematics at the end of Key Stage 4

Cabinet Committee on Performance Improvement

Meeting to be held on 12 October 2012

Electoral Division affected: All

Progress on the Proposal for a Carers Break Fund

Contact for further information:

Barbara Lewis, (01772) 534394, Adult and Community Services Directorate,
barbara.lewis@lancashire.gov.uk

Executive Summary

At the meeting of the Cabinet Committee on 31 May 2012, a report was presented on Optimising the Review Process for Carers.

It was reported that carers' assessments and reviews were primarily associated with the provision of short break vouchers and that work was underway to prepare a proposal to replace the voucher scheme with a Carers Break Fund which would improve our offer to carers as a result of an assessment or review. The Carers Break Fund could be reviewed annually and would not be tied into the financial year.

It was recommended that a pilot be undertaken to test out any proposed changes and this report gives an update on the progress of the proposal for a Carers Break Fund.

Recommendation

The Cabinet Committee is asked to note the report.

Background and Advice

In line with self directed support, giving customers more choice and control, a working group made up of representatives from Personal Social Care, Care Navigation and Finance within the Adult and Community Services Directorate has been looking in to how we can deliver support to carers in more flexible ways offering them choice over the services they receive as we do with service users.

The work of the group has been delayed in 2012 due to the review of the structure within Personal Social Care (PSC) and IT developments. The PSC structure was reviewed in May 2012 and revisions agreed. Implementation of the revised structure has been dependent upon a recruitment exercise and will take place on 1 November 2012. In addition, the replacement for the current IT social care records system will need to be in place to effectively pilot and deliver any proposed changes. The date for the replacement of the IT system has not yet been agreed.

The group has consulted with carers at the Lancashire Carers Forum to seek their views to inform the preparation of a proposal for a scheme which would replace current Short Break Vouchers as it is felt that the current scheme limits the choice of options for users and carers to traditional services. The proposal will recommend that a "fund", of an identified amount of money, based upon the current costs of respite vouchers, is held by the County Council, to be drawn on as services identified in the support plan are purchased. Details of how the fund could be used would be detailed in each individual carers support plan.

The new Carers Break Fund would:

- Allow service users and carers to exert full choice and control as to how they receive and use the monies allocated for carers breaks which fits with the personalisation agenda.
- Assist with more accurate monitoring of spend as the systems would be updated as the service is booked rather than dependent upon providers processing requests for payments.
- Remove the need to print and issue vouchers at the beginning of each financial year as the fund can be reviewed and allocated in line with assessments and reviews.

Issues that would need to be addressed to implement the changes are:

- Configuration of IT systems which may not be possible in view of the current system replacement project.
- Decision with regard to the charging policy options for service users and carers.
- Planning for a pilot in a geographical area to test out the proposed changes. The proposal is due to be presented to the Directorate's senior management team in November 2012, however, it is felt that due to the current IT replacement project, it would not be feasible to introduce the Carers Break Fund until the new IT systems are in place.

Consultations

N/A

Risk management

If the issues noted above are not addressed, implementation of the Carers Break Fund would be at risk, however, respite for carers would continue to be provided by the Short Break Voucher scheme.

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Report to the Cabinet Committee for Performance Improvement – Optimising the Review Process for Carers	31 May 2012	Dave Gorman, Office of the Chief Executive, (01772) 534261

Reason for inclusion in Part II, if appropriate

N/A

Cabinet Committee on Performance Improvement

Meeting to be held on 12 October 2012

Electoral Division affected: All

Help Direct Information and Performance update

Contact for further information:

Tony Pounder, (01772) 536287, Adult and Community Services Directorate

tony.pounder@lancashire.gov.uk

Executive Summary

Help Direct performance in the first quarter was below target. This report provides some further analysis of the context and possible impact of that under performance.

Recommendation

The Cabinet Committee is asked to note the report.

Background and Advice

Since the Cabinet Committee's meeting on 30 August 2012, the Adult and Community Services Directorate has considered results of further analysis of Help Direct data and the wider context. This has been with the purpose of identifying evidence which might explain why the volume of Help Direct contacts and transactions were below target expectations during the first quarter and also what the potential impact may have been.

Firstly, we considered the potential for "seasonal variations".

The monthly numbers of contacts over the last year was examined for Help Direct, also comparing it with Welfare Rights and Care Connect activity by looking at "Average Contacts for the Services per Working Day" and counting:

- Welfare Rights - where information only was provided ie. not including referrals for further work,
- and contacts to Care Connect - where information only was provided and ISSIS (Integrated Social Services Information System) updates and new assessments were not provided.

These are shown in the table below.

	<i>Average Contacts for All Services per Working Day</i>	Av contacts per working day for HD	Average contacts per working day for CSC (providing info only)	Average contacts per working day for WR (providing info only)
April 2011	363	183	127	54
May 2011	338	167	112	59
June 2011	296	147	102	47
July 2011	318	157	100	61
August 2011	287	149	95	43
September 2011	282	144	93	45
October 2011	302	143	115	44
November 2011	300	133	121	47
December 2011	308	122	154	32
January 2012	309	140	114	56
February 2012	340	172	116	51
March 2012	293	149	85	59
April 2012	335	144	133	58
May 2012	259	134	77	47
June 2012	249	123	83	43
July 2012	293	142	110	41
August 2012	287	137	110	40
Average	303	146	108	49

These figures show that there is significant fluctuation in the average contacts numbers per day from one month to another in all three business areas. Specifically comparing the figures in the 1st quarter of each year shows numbers are much higher in May/June 2011 than against the same months in 2012. Proportionately the drop is very similar for both Care Connect and Help Direct for those two months.

Arguably this shows that there was generally lower demand from the public during those two months for information and advice services through these channels. There are no compelling explanations for this and it is probably not possible to identify causes retrospectively. It may indeed just be part of a relatively normal pattern of variation that arises from the behaviour of large populations over an extended period of time.

Secondly, we examined providers' comparative performances again. Close examination of the target figures for each of the 4 providers for the first quarter does, however, show that one Help Direct provider "over performed", whilst the other three underperformed. The greatest underperformance was by one provider who had a temporary shortfall in management capacity during that period, but this has now been rectified and their performance has improved significantly back to near target levels.

Thirdly, the Directorate has also considered the evidence available from Mosaic concerning the customer base for Help Direct. Mosaic is a classification and marketing tool developed by Commissioners which is increasingly used to increase understanding of target populations and who is actually accessing services. Although there is a spread across the population of people using Help Direct, the four groups with the highest level of use of the service is estimated to be:

- Lower income workers in urban terraces in often diverse areas
- Residents of small and mid-sized towns with strong local roots
- Owner occupiers in older-style housing in ex-industrial areas
- Elderly people relying on state support

Based on a snapshot survey this appears a similar pattern for both June 2011 and June 2012 and so Mosaic offers no immediate evidence that the pattern of contacts from different socio-economic groups changed significantly from one year to the next.

Finally, further consideration has also been given to the complexity of work that Help Direct providers are now undertaking. The evidence is qualitative, based on Help Direct providers' accounts about the increasingly complex and difficult circumstances of the people they now see compared to the early days of the programme. However, we have no quantitative data which would give us a reliable measure of the "complexity" of case work and so while it is plausible that more time spent on interventions in more complex situations might leave less capacity for dealing with simple enquiries, there is no way of us verifying this. However, in turn, it is probable that with increasing organisational and staff experience and profile, the providers are dealing with more complex situations with greater efficiency and effectiveness, but this would also be difficult to verify without significantly increasing the burden of data collection.

Feedback from providers offers compelling evidence of the impact Help Direct is making in people's lives to support the achievement of important changes. Help Direct providers who successfully intervene to prevent the need for more intensive and costly crisis based public services are of course achieving the original purpose of the programme.

Current Performance

Performance for the 1st quarter (April – June) was 10,541 contacts which was 16% below target of 13000. The number of issues dealt with during that quarter was also below target – 19% below where it should be.

Figures to end of August show that figures are improving.

Contacts

	Target	Actual	<i>Behind</i>
Countywide	15833	14175	10.5%

Transactions

	Target	Actual	<i>Behind</i>
Countywide	20833	19275	7.5%

This improvement gives no room for complacency but it suggests the recovery measures are making an impact and with continued progress future targets will be achieved.

Consultations

N/A

Risk management

There are no significant risks associated with this report.

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Directorate/Tel
Quarterly Corporate Performance Monitoring and Improvement Report to CCPI - Appendix A (Help Direct Recovery Plan)	30 August 2012	Dave Gorman, Office of the Chief Executive, (01772) 534261

Reason for inclusion in Part II, if appropriate

N/A