

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Tuesday, 26th February, 2013 at 2.00 pm in Cabinet Room 'B' - County Hall, Preston

Present:

County Councillor Geoff Driver (Chair)

County Councillors

T Ashton
A Atkinson

Mrs S Charles
M Perks

1. Apologies for Absence

Apologies for absence were received from County Councillor Jennifer Mein.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None disclosed.

3. Minutes of the Meeting held on 17 January 2013

The minutes of the meeting held on 17 January 2013 were agreed as an accurate record and signed by the Chair.

4. Quarterly Corporate Performance Monitoring and Improvement - Corporate Scorecard Report & Recovery Plans

Michael Walder, Senior Policy and Performance Officer, introduced the quarterly corporate performance monitoring report for quarter 3 of 2012/13 (October 2012 – December 2012).

Michael explained that the Quarter 3 monitoring report highlighted 5 indicators that have missed their annual target or are currently forecast to miss their year-end 2012/13 targets. These 5 indicators correspond to 14% of the total number in the scorecard and are:

- The proportion of children looked after achieving 5 GCSEs A*-C including English and maths.
- The percentage of people who would benefit from receiving services via self directed support who have personal budgets.
- The rate of youth re-offending.
- The number of carers receiving assessments or reviews
- The number of working days lost to sickness absence per full time equivalent (FTE) employee within Lancashire County Council.

A Recovery Plan has been produced for each of these indicators.

The Recovery Plans for the first 3 indicators listed above were presented to the Committee at Appendix A to this report, whilst the Recovery Plans for the other 2 measures were presented and agreed at previous meetings of the Cabinet Committee.

Performance Indicator 1: Increase the proportion of children looked after achieving 5 GCSEs grades A*-C including English and Maths from 11.9% to 18%

Sue Parr, Manager (Primary) and Associate Headteacher Virtual School Alternative and Complementary Education and Residential Services (ACERS) gave an update on this indicator and explained that the current performance for 2012 was 12.9%.

Sue explained that there are fluctuations in the year on year figure as the cohort that sit GCSEs each year is relatively small. Sue also highlighted some of the other performance indicators relating to the attainment of Children Looked After (CLA).

In 2012, the performance /GCSE results of Lancashire Children Looked After at Year 11 (age 16) improved on 2011 results by an average of nearly 4% (over all GCSE achievements), and were better than had been predicted by Fischer Family Trust (FFT provides predicted pupil GCSE grades based on prior attainments and achievements) given the profile of needs of the 93 young people who were tracked.

Similar progress was made by Lancashire CLA who are educated out of the county, though substantially more CLA educated in Lancashire achieved 5 GCSE grades A* -C than CLA educated out of county.

Sue also presented data analysis from the **Virtual School for CLA - Report on Attainments and Achievements of CLA 2011- 2012** (first year of collation and analysis) regarding the influences and barriers associated with Year 11 CLA educational attainment and achievement as follows

a) Special Educational Needs

- 25% of the 93 pupils had identified Special Educational Needs and were not predicted or entered for 5 GCSEs +English and Maths.
- 11 pupils were not entered for any GCSEs.
- All CLA pupils experiencing Special Educational Needs made excellent progress in relation to the individual educational targets set at their SEN Annual Statement Review or Individual Education Plan Review.

b) Stability of Care Placement

- Despite significant proactive work across all services ,58% of all Year 11 CLA had experienced numerous care placements during their time in care .This often has a detrimental effect on the educational attainments of CLA as they struggle to settle in a new care placement (and often a new school). However, Virtual School and social workers are now work closely to ensure minimum disruption to education for all CLA.

c) Stability of school provision

- Despite concerted efforts and planning by social workers to ensure that a young person's change of care placement does not adversely affect education ; 54% of Year 11 CLA had experienced 2 or more school moves during Key Stage 4(Year 10 and 11). Evidence from Children In Care Council discussions indicated that this has an extremely detrimental effect on CLA educational attainments, as this disrupts CLA's continuity of courses and friendship groups even more than moving care placement.
- However, 'CLA Multi Agency Champions Groups' (professionals from Education, Health, Social Care, Pupil Access Teams , Special Educational Needs Teams etc) have been set up in north, south, and east areas of Lancashire, to specifically challenge schools and social care in ensuring that the educational needs of these young people are prioritised. This is proving very successful in ensuring that the barriers to CLA remaining in one school are successfully addressed.

d) Carer /Social Worker/School knowledge and understanding of the education system, pupils expected attainments levels ,SEN procedures and protocols, and available funding streams

- In December 2012, The Virtual School for Children Looked After arranged and delivered a Multi-Agency Conference for 'The Promotion of Education for Children Looked After' . The conference evaluations highlighted the lack of information available to Foster Carers, Residential Care Workers, Social Workers, and Designated teachers regarding the recent changes in the education system. This has led, on occasions, to ineffective advocacy and support for young people in their educational choices and aspirations.
- Although The Personal Education Plan of every young person looked after is initiated by the social worker, from January 2013, the educational targets, interventions required, and outcomes are set by the Designated Teacher for CLA, as only they will already have significant knowledge of the CLA's educational assessments, aspirational targets and expectations. This ensures that Personal Educational Plans are quality documents and can be effectively monitored, challenged and verified by Virtual School.

e) CLA requiring intervention from Children and Adolescent Mental Health Service (CAMHS)

- 23% of all Year 11 CLA are involved with CAMHS . However, other services ie SCAYT (Support for Carers and Young People Together) deliver effective support to foster families who are experiencing difficulty in dealing with young people exhibiting emotional and mental health issues. Yet, the CLA experiencing these difficulties are also very often the young people with poor school attendance, and low attainments and achievements, who do not achieve their potential.

f) Prioritising Literacy and Numeracy

- In 2012, the Virtual school prioritised the promotion of Literacy and Numeracy for all CLA across Lancashire; as without these skills sets, primary school CLA are at a disadvantage when they start secondary school, secondary school CLA cannot effectively access all other GCSE subjects, and school leavers do not have the appropriate skills they need for the job market.
- As a consequence, the number of CLA aged 16 years able to effectively read, write and compute has doubled from 14% in 2011 to 35% in 2012.

g) National Issue :Assessment and Marking of GCSEs

- 19 pupils were affected by the change in the GCSE marking system
- 6 pupils (6.5 %) from the cohort were predicted Grade C for English, but were graded D
- 11 pupils (12.9%) achieved 5 GCSEs A-C + ENGLISH only (no Maths)
- 8 pupils (8.6%) achieved 5 GCSE A-C + MATHS only (no English)

Accountability

Sue explained that the above outcomes and issues have been discussed at length with the Corporate Parenting Board and the Directorate for Children and Young People's Extended Leadership Team to ensure that improving the educational achievements of Children Looked After remains a high priority within Children and Young Peoples Directorate

The Virtual School also elicits the views of the Children in Care Council to ensure that young people in Lancashire are receiving the support they need and require to reach their potential (from all services).

In debating this indicator the Committee discussed a number of options to potentially increase the scope of the indicator, including setting longer-term (ambitious) targets and being clear about who/what we are benchmarking against (other authorities, improvement trend and/or individual development) and the targets that must be met, looking at a wider range of Key Stage targets for Children Looked After (KS1, KS2, KS3 and KS4). The Committee expressed a view that it would be useful to see a report at the end of each year showing results for each Key Stage so that future attainment trends can be identified.

Resolved: The Cabinet Committee on Performance Improvement noted the performance indicator update and requested careful consideration was given to subsequent target setting including reporting back to this committee at the end of each year showing what is happening at each stage (KS1, KS2, KS3 and KS4) so they can see future trends and where additional support may need to be targeted.

Performance Indicator 2: Increasing the percentage of people who would benefit from receiving services via self directed support, who have personal budgets from 75% to 95%

Barbara Lewis gave an update on this indicator and explained that the year end target for this indicator is 95% with a quarter 3 target of 90%.

During the year to 31 December 2012 there were 19,252 service users and carers receiving self directed support. This is 84.5% of all service users and carers who were receiving services and could be eligible for self directed support (22,779).

Barbara explained that there was initially a rapid increase in the number of people on self directed support, as almost every contact with a new or existing service user resulted in self directed support being started. However, from March 2011 this rapid increase slowed into a steady upward trajectory. In March 2012, when targets were set for 2012/13 it was anticipated that this steady increase would be maintained. However, a number of factors have affected the progress.

The majority of service users are relatively easily transferred on to self directed support when reviewed. However, there is a group of complex, high dependency service users particularly those who live in the community in shared housing who need to be reviewed as households, who require longer time to complete the transfer to self directed support.

Feedback received from service users and carers indicate that they appreciate time to think about their options. They tell the County Council that being rushed into making decisions about their support plans whilst still in a vulnerable, often crisis, situation was not the best approach. Hence the support planning process now includes 'time to think'. Consequently, although the vast majority of new service users are receiving self directed support, the purposely inbuilt delay means that they are not immediately reflected in the statistics.

Planned review activity in Personal Social Care has also been compromised due to competing demands on review teams, for instance, unplanned urgent reviews and changes to services as a result of commissioning activity which has necessitated an unplanned review. This meant that people who were in stable situations and receiving traditional services were least likely to receive a planned review, hence the opportunity to transfer them to self directed support didn't arise. There are 1060 people in this situation.

Lancashire County Council set an ambitious target for 2012/13, and at the time of setting the target no comparative information was available; however, a recent benchmarking exercise with 23 Local Authorities across the North West showed that as at 30th September 2012, Lancashire was in the top quartile and the North West average was 65.5%. The graph below shows Lancashire's position in relation to other North West authorities (with 3 authorities being unable to provide data for the exercise).

Action being taken to improve performance

Barbara highlighted the action being taken to improve performance:

- A revision of the Personal Social Care structure has taken place to support planned review activity. The revised structure came into effect from 5 November 2012 with a manager and teams identified to lead on planned reviews.
- Within the review teams, transfer of those not currently receiving self directed support onto a Personal Budget has been given high priority for planned review activity.
- Staff have been identified within review teams to focus on transfers to self directed support and managers are currently allocating cases identified by business information as not in receipt of self directed support.
- It is estimated that it should be possible to achieve 90% by year end. This is a conservative estimate and the numbers could be higher dependent upon the progress and time taken in completing reviews of households which are more complex as they involve a higher number of interested parties.
- All competing and emerging priorities and potential performance issues will be reported to the Personal Social Care Performance Management Group, which meets monthly, by the County Operations Manager leading on reviews. If there will be an impact on current priorities, such as self directed support, details will be presented to the Directorate's Senior Management Team to confirm priority areas and activity.

Resolved: The Cabinet Committee on Performance Improvement noted the performance indicator update and requested that further updates be provided on progress at an appropriate time later this calendar year.

Performance Indicator 3: Reduce the rate of re-offending from 39.6% to 38.6%

Lisa Gregoire-Parker presented this indicator and explained that the current measure in the corporate scorecard uses the National Ministry of Justice (MOJ) re-offending indicator. Due to the way in which this measure is calculated – it provides re-offending data which is 18 months old. The Youth Justice Board do not set re-offending targets for YOTs, but rather monitor the direction of travel and trends.

The National MOJ measure includes a significant number of young people within the cohort who would receive no YOT specific YOT intervention, but could receive other interventions such as fines, Conditional Discharges, and Reprimands. However, these young people would be included as re-offenders in the measure. Hence, the MOJ measure is problematic due to:

- the time delay of 18 months for reporting;
- the inclusion of many young people within the cohort measure who would have no YOT intervention.

Lancashire YOT's Youth Justice Management Board (YJMB) considers the measure as an unsatisfactory indicator of real time re-offending performance. Consequently, the YJMB requested that a 'new' local measure is developed which enables more real time reporting of reoffending.

Lancashire YOT has developed, what has become known as, the 'Reoffending Tally Measure'. The measure was designed to be simple to record and simple to understand. It is a monthly tally of all young people receiving a youth justice order or disposal who have had a previous YOT intervention. There are plans in place to extend this measurement to include those that may not re-offend in the youth justice system but in the adult criminal justice system. The data collated is produced at a district, team and county level. It provides a real-time view of re-offending in Lancashire and the effectiveness of YOT interventions.

Current performance based on the re-offending tally shows there is a reducing trend in re-offending – from a high of 63 in February 2012 to 43 in December 2012.

Lisa also highlighted the actions being taken to reduce the rate as detailed in the report (circulated).

The Committee commented that some of the work involved in reducing the re-offending rate could be linked with the Working Together with Families Project and that this was a link to explore.

Resolved: The Cabinet Committee on Performance Improvement noted the performance indicator update and requested that further updates be provided on progress at an appropriate time later this calendar year.

5. Customer Experience Project (List of Projects and Future Potential Reporting)

Michael Walder, Senior Policy and Performance Officer, presented the report.

Michael explained that the customer experience project was designed to offer Lancashire County Council services the facility to better understand the needs, experiences and aspirations of their service users to enable service improvements.

The individual research projects are undertaken by the county council's graduate management trainees. The programme is now in Wave 5 with approximately 40 services having undertaken research projects.

This current Wave of the programme involves 11 research projects that are scheduled to be undertaken and completed between December 2012 & July 2013.

Michael asked that the Cabinet Committee review the list of 11 customer experience project currently being undertaken/planned and advise which they would like to report back to future meetings.

Resolved: The Cabinet Committee on Performance Improvement noted the report and agreed that the following four projects be reported back to future meetings:

- Shared Lives Services
- Older People's Service
- Environmental Services
- Children and Parent Support Service

6. Urgent Business

None.

7. Date of Next Meeting

It was noted that the next meeting of the Cabinet Committee will be held on Tuesday 16 April 2013 at 2:00pm in Cabinet Room B, County Hall, Preston.

I M Fisher
County Secretary and Solicitor

County Hall
Preston