

## Lancashire County Council

### Cabinet Committee on Performance Improvement

Tuesday, 26th February, 2013 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.	<b>Apologies for Absence</b>
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2.	<b>Disclosure of Pecuniary and Non-Pecuniary Interests</b>
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Members are asked to consider any Pecuniary and Non-Pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

3.	<b>Minutes of the Meeting held on 17 January 2013</b>	(Pages 1 - 8)
	To be confirmed and signed by the Chair.	

4.	<b>Quarterly Corporate Performance Monitoring and Improvement -Corporate Scorecard Report &amp; Recovery Plans</b>	(Pages 9 - 22)
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5.	<b>Customer Experience Project (List of Projects and Future Potential Reporting)</b>	(Pages 23 - 26)
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6.	<b>Urgent Business</b>
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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.

7.	<b>Date of Next Meeting</b>
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The next meeting of the Cabinet Committee will be held on Tuesday 16 April 2013 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, 17th January, 2013 at 2.00 pm in Cabinet Room 'B' - County Hall, Preston**

#### Present:

County Councillor Geoff Driver (Chair)

#### County Councillors

A Atkinson  
M Perks

Mrs J Hanson

#### 1. Apologies for Absence

Apologies for absence were received from County Councillor Susie Charles and County Councillor Tim Ashton.

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

None declared.

#### 3. Minutes of the Meeting held on 22 November 2012

The minutes of the meeting held on 22 November 2012 were agreed as an accurate record and signed by the Chair.

#### 4. Working Together With Families - Progress and Funding Arrangements

Gail Porter, Working Together With Families Coordinator, Directorate for Children and Young People presented the report and gave a presentation on the progress and funding arrangements in place for Working Together With Families (WTWF).

Gail explained the reasons why the County Council is working differently with families: Reduce duplication, reduce dependence, reduce cost and reduce and manage risk.

Gail explained what is different about WTWF:

- Strengths based (what can, not what can't do)
- Child and family centred/focussed (looking at whole)
- Earlier support (proactive)
- Evidence based (what works)
- Sustainable and whole system change (mainstream not grant funding)
- Focus on financial savings and efficiencies

It is envisaged that the long term aim of WTWF is to integrate it into mainstream services so that it is not reliant on grant funding in the future once the grant funding has been used. In Lancashire 2630 families have been identified as requiring support over a three year period from WTWF, the aim of the service is to provide one lead person as a point of contact for the families, one assessment, one set of outcomes, and one agreed action plan. The intention is to work with/alongside families and *not* doing to or for families.

Gail reported to the Committee the progress that has been made so far:

- Approach has been tested in 4 Districts (Burnley, Lancaster, Preston and Wyre) so far over a period of 6 months – work is now being undertaken to complete a full rollout to all 12 district areas.
- Strong partnership support and commitment – governance is in place.
- The system will be based on district-area based leadership – delivery.
- Information sharing – protocols and systems are in place.
- Lead professionals from across public sector agencies as working together.
- Workforce development
- Close links with national programmes have been created, for example – Troubled Families and DWP Families programme.

Gail explained that the Troubled Families Unit criteria was being used to assess which families would match the criteria for WTWF support, this includes, educational attendance, anti-social behaviour/youth offending and worklessness. All with associated targets for improvement.

The funding available over the three year period is 8.7m (of which £5.2m is from attachment fee (paid upfront) and £3.5m is results-based payment (paid in arrears)).

Gail confirmed that so far 305 families are currently overseen by Local Management Groups. There are also 177 families currently receiving support from the Department for Works and Pensions European Social Fund 'Families Programme', which is a nationally funded initiative which has been closely aligned with WTWF in Lancashire, with a further 83 families pending.

It is anticipated that the numbers will increase as the WTWF programme rolls out across all Districts and lead professionals are identified.

In summarising Gail stated the intended outcomes for the WTWF programme as follows:

- To Improve intelligence about families at risk
- Provide earlier support where issues identified
- To provide better information sharing across organisations
- To have less professionals involved with families
- To reduce families identified as not or just coping
- To reduce the number in custody and care
- To reduce number involved in anti social behaviour and crime

- To reduce numbers excluded from school
- To reduce referrals and re-referrals to Children's Social Care
- To improve attendance levels at school
- To improve outcomes for vulnerable groups, and;
- To increase the number in employment, training or education (children and adults).

The Committee welcomed the report and clarified the information presented at Appendix 'B' to the report showing areas and how many issues (1, 2 or 3) each family identified has. The Committee also sought assurances that once the funding for WTWF has been used in three years time that mechanisms are put in place to continue providing the support to families. Helen Denton, Executive Director for Children and Young People confirmed that the working practices put in place from WTWF would be integrated into existing services to ensure continuity of support once the funding has been used.

**Resolved:** The Cabinet Committee on Performance Improvement resolved to:

- (i) Note the report and presentation and provided comments on the progress made on the WTWF programme particularly the improvements for the families already being supported;
- (ii) agreed the measures/results and associated targets for the monitoring of future progress; and
- (iii) identify further information required and a timeline for future reporting to this committee. In particular the Committee requested that a breakdown on the delivery of activities used to engage with Young People be provided to the Committee.

**5. European Social Fund: Project for Young People who are, or are at Risk of being, Not in Employment, Education or Training (NEET) 2011/2013 - Performance Update**

Mike Heaton, 16-19 Manager, Directorate for Children and Young People presented the report. Mike explained the background to the project and that in November 2010 Lancashire County Council facilitated a 'Partnership' responding to an invitation to tender by the Skills Funding Agency and Education Funding Agency for European Social Funding (ESF) aimed at reducing the number of young people Not in Education, Employment or Training (NEET).

Lancashire's response to the tender specification was to bring together Lancashire County Council services with key stakeholders from further education, work-based learning providers and voluntary and community groups to strategically provide an inclusive and integrated model to reducing Young People who are NEET or are at risk of being NEET.

Mike explained that the purpose of this report was to respond to two key actions arising from previous reports overseen by the Cabinet Committee. Those actions are:

1. Providing an update on performance of the European Social Fund Not in Employment, Education or Training Project 2011/13. This update covers the validated data period of 1 September 2011 to 20 November 2012.
2. Provide some example case studies (attached at Appendix 'B' to the report)

Mike reported that progress on the project is positive overall. Of the four outcomes profile targets that were reported against at the end of November 2012, the project is ahead on three and slightly behind against one target.

Mike highlighted actions being taken to ensure all outcomes are met as follows:

Lancashire County Council is ahead of profile for the numbers of young people to have started the programme, from vulnerable groups and progressing from NEET into further learning, training or employment and only slightly behind on the number of young people achieving a qualification.

Mitigating factors for this are as follows:

The Skills Funding Agency state stringent evidence criteria for each outcome. Prior to outcomes being recorded or claimed subcontractors must ensure all evidence is in place, as described by the Skills Funding Agency, and provided in guidance by Lancashire County Council. This is often a paper exercise and is retrospective to the activity. This results in a one/two month lag from activity taking place to being recorded on the Skills Funding Agencies data capture system.

#### **Number of young people from a Vulnerable Group category:**

Subcontractors record this 6 weeks (this timeframe is prescribed by the Skills Funding Agency) after the young person is on the programme, some subcontractors were simply not capturing those from vulnerable groups through their data systems. LCC, via performance management reviews with subcontractors continue to raise this as an issue with subcontractors even though we are ahead of profile.

#### **Number of young people to achieve a qualification:**

As above, subcontractors must meet specific evidence criteria to record/claim the outcome. The Skills Funding Agency requires hard copy certificates of achievements in order for the claim to be made. There is often a delay in receiving certificates of achievement from Awarding Organisations which again, results in a lag from activity taking place to being recorded. Based on subcontractor feedback and performance reviews to-date we anticipate an overachievement with this outcome by December 2013.

#### **Progression into further learning, training or employment:**

Comparatively, the County Council are still in the early stages of delivery with many young people on the programme still being supported. The County Council

is ahead of profile for the number of young people moving in positive progressions (currently 65% of leavers, the national trend tends to be 50% in ESF funded projects).

However, it should be noted prior to being recorded as an outcome a young person must have sustained attendance for a minimum number of hours and weeks in learning, training or employment. Due to the complex nature of progression there is a 13 week window from a young person leaving the programme to commencement in their next destination. This again causes a lag in actual recorded outcomes for progressions.

The County Council is undertaking performance management reviews with all subcontractors and is taking action where there is any underperformance: Providers are informed, following reviews, what action is required. Sustained non-compliance could result in either a variation or termination of their contract with the County Council.

The Committee clarified what is being done, in the current difficult economic climate, to assist young people to find jobs. It was reported to the Committee that several apprenticeship events, involving working with partner organisations have taken place with a large number of young people in attendance where a number of apprenticeships have been available.

**Resolved:** The Cabinet Committee on Performance Improvement agreed to:

- (i) Note the report and commented on the reported good progress and performance of the project as appropriate;
- (ii) Note that regular performance reports will be provided to the Cabinet Member for Young People and an update on progress will be made to the Cabinet Committee at the end of each calendar year.

## **6. Lancashire Early Intervention Strategy - Best Start Lancashire**

Jonathan Hewitt, Head of Quality and Continuous Improvement, Directorate for Children and Young People presented the report.

Jonathan explained that Best Start Lancashire (BSL) is an initiative delivered through children's centres to provide additional early support for children and their families between the ages of 4 and 7 (Reception, Year 1 and Year 2). The resources (£2 million) to enable this innovative programme to be implemented in 2011/12 were created through stringent efficiencies. The County Council made a commitment allowing the programme to be continued in 2012/13 at the cost of a further £2 million with £1 million planned for 2013/14. It is anticipated that the DfE funded Pupil Premium for schools, targeted at pupils eligible for Free School Meals, will increase substantially over the next two years allowing schools to maintain the family support programmes from their own budgets in 2014/15.

The early support is targeted at children eligible for Free School Meals (FSM). There were 6869 "eligible" pupils in the target year groups in Lancashire primary schools in 2011/12, in 2012/13 there are 7,363 FSM pupils; an increase of 494.

Children's centres have been allocated £250 per FSM pupil as an additional resource to provide an increased early support offer for schools in their area.

Jonathan reported that the current performance of children eligible for Free School Means (FSM) is positive and that in the past year the gap between the Lancashire figures and the national averages has closed with Lancashire showing a significant increase this year. The Lancashire figures are now almost inline with the national averages.

In numerical terms this means that around 350 more children than last year have achieved a good level.

Jonathan also reported that an additional key measure and learning factor is the screening of phonics which gives children confidence in reading and is above the national average for year 1 FSM pupils.

### **Performance Monitoring**

A number of Self Evaluation proformas have been completed by schools and children's centres supported by school advisers and nominated officers. These focus on the impact on the identified outcomes. The initial returns indicate that around 44% of schools are judged green compared with 25% in March 2012, 54% are judged amber compared with 64% in March and around 2% compared with 11% are judged red.

To date (verbal update provided at the meeting), approximately 232 school adviser proformas have been received (more than half of schools) and 69 children's Centre proformas have been received (87% of children's centres).

Any red returns are followed up by a member of the Best Start Lancashire Team to facilitate progress, supported by the school adviser and children's centre nominated officers. Reasons why some may have been judged red can include that the schools does not have any FSM pupils.

The Committee sought clarification as to what happens in some areas where there are smaller children's centres and it may not be possible to provide outreach workers/teachers from a particular children's centre, and also sought clarification as to what different programmes are used to improve performance. It was confirmed that the use of BSL was flexible and, for example, one children's centre could commission outreach workers/teachers from another children's centre, or even, in some instances commission outreach teachers from a local school to support other schools in the area and deliver programmes. It was also confirmed that five specific parenting programmes are used which are nationally recognised which provides an appropriate level of quality.

**Resolved:** The Cabinet Committee on Performance Improvement noted the report, commented as appropriate and requested that the information provided at Appendix 'A' be consistently presented to provided a breakdown of figures for each District and be circulated to the Committee.



**7. Urgent Business**

None.

**8. Date of Next Meeting**

It was noted that the next meeting of the Cabinet Committee on Performance Improvement will be held on Tuesday 26<sup>th</sup> February 2013 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 26 February 2013

### Report of the Chief Executive

Electoral Division affected: All
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### Quarterly Corporate Performance Monitoring and Improvement – Corporate Scorecard Report

(Appendix 'A' refers)

Contact for further information:

Michael Walder, (01772) 533637, Corporate Policy and Performance Team,

[Michael.Walder@lancashire.gov.uk](mailto:Michael.Walder@lancashire.gov.uk)

#### Executive Summary

The Corporate Performance Monitoring and Improvement - corporate scorecard report - for quarter 3 2012/13 (October 2012 – December 2012) details that 86% of indicators in the 2012/13 scorecard are currently forecast to meet their year-end targets.

Quarter 3 monitoring also highlights that 5 indicators 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 are presented at Appendix A, whilst the Recovery Plans for the other 2 measures were presented and agreed at previous meetings of the Cabinet Committee.

## **Recommendation**

The Cabinet Committee on Performance Improvement are asked to:

- (i) comment on the reported performance against the corporate scorecard for quarter 3, and;
- (ii) review, comment and advise on the 3 Recovery Plans provided at Appendix A.

## **Background and Advice**

The corporate scorecard contains 35 performance indicators aligned against the priorities areas identified in the Corporate Strategy for 2012/13 – the scorecard now contains far less indicators than previously (35 indicators against 51 in the 2011/12 scorecard).

The full corporate scorecard containing detailed information in relation to all indicators is available at:

<http://lccintranet2/corporate/web/?siteid=5743&pageid=36220&e=e>

Quarter 3 2012/13 (October 2012 – December 2012) monitoring details that 30 (86%) of the indicators in the 2012/13 scorecard are currently forecast to meet their year-end targets.

5 indicators (14%) have not achieved, or are forecast to miss, their year-end target. Recovery Plans have been produced for each of these indicators as detailed below:

- The proportion of children looked after achieving 5 GCSEs A\*-C including English and maths (Recovery Plan at Appendix A)
- The percentage of people who would benefit from receiving services via self directed support who have personal budgets (Recovery Plan at Appendix A)
- The rate of youth re-offending (Recovery Plan at Appendix A)
  
- The number of carers receiving assessments or reviews (Initial, long term, Recovery Plan presented to 21 February 2012 CCPI meeting – further progress updates & reports to subsequent meetings)
- The number of working days lost to sickness absence per full time equivalent (FTE) employee within Lancashire County Council (Recovery Plan presented to 22 November 2012 CCPI meeting).

## **Quarter 2 underperformance - update**

Quarter 2 (July 2012 – September 2012), monitoring presented to the 22 November 2012 meeting of CCPI, highlighted that 3 indicators were off target at the end of quarter 2.

Brief updates on performance against these indicators is detailed below:

- Increase the number of contacts to Help Direct  
(Recovery Plan presented to the 30 August 2012 committee meeting and subsequent update reports to 12 October 2012 and to 22 November meeting)  
Quarter 3 performance is showing an increase on Quarters 1 and 2 and we anticipate this will be mirrored again in Quarter 4, and forecast now meeting the 38,000 year-end target.
- Increase the number of issues dealt with by Help Direct as a consequence of contacts  
(Recovery Plan presented to the 30 August 2012 committee meeting and subsequent update report to 12 October 2012 and to 22 November 2012 meeting). Q3 performance is showing an increase on Qs 1 and 2 and we have hit the Q3 target. We anticipate this will be mirrored again in Q4 and therefore forecast meeting the year-end target.
- Repair 90% of carriageway and footway potholes, identified by regular highway inspections, within 30 days.  
(Recovery Plan presented to the 30 August 2012 committee meeting and subsequent update report to 22 November meeting).  
Q3 performance has consolidated the 97% reported in Q2 making the year to date figure 90% and in line (on track) to achieve the year-end figure also of 90%.

### **Consultations**

Both members of the Performance Working Group and of Management Team(s) have previously received the information in this report.

### **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
Report to the Cabinet Committee on Performance Improvement – 'Quarterly Corporate Performance Monitoring Report - Corporate Scorecard	22 November 2012	Michael Walder, Corporate Policy & Performance Team, 01772 533637.
Report to the Cabinet Committee on Performance Improvement – 'Quarterly Corporate Performance Monitoring Report - Corporate Scorecard'	30 August 2012	Michael Walder, Corporate Policy & Performance Team, 01772 533637.

Reason for inclusion in Part II, if appropriate

## Appendix 'A'

### Performance Indicator Recovery Plan

#### Performance Indicator Description:

Increase the proportion of children looked after achieving 5 GCSEs grades A\*-C including English and maths from 11.9% to 18%.

#### Year end target

Year end target is 18%

#### Current performance

2012: 12.9%  
2011: 11.9%  
2010: 18.6%

#### **Why is this indicator under-performing?**

In 2012, the performance /GCSE results of Lancashire Children Looked After (CLA) 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.

However data analysis : **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 are discussed below :

#### 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

- The above outcomes and issues have been discussed at length with the Corporate Parenting Board and The Directorate 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).

#### **What actions are required to put it back on track?**

Action to be taken	Lead	Completion Date
<b>To effectively challenge , support and track the progress of all CLA in Lancashire</b>		
<ul style="list-style-type: none"> <li>• To continue to strengthen the work of the professionals 'CLA Champions Groups' across the county in challenging, yet supporting schools with CLA on roll.</li> <li>• To work with Advisers on developing a more effective tracking system for all CLA, particularly for Years 9 and 10.</li> </ul>	<ul style="list-style-type: none"> <li>○ Virtual School</li> <li>○ CLA Champions Group professionals</li> <li>○ Advisers</li> </ul>	February 2013



<ul style="list-style-type: none"> <li>• Ensure that all CLA are effectively tracked on a termly basis</li> <li>• To fully utilise 'Fischer Family Trust' to identify CLA at risk of under achievement.</li> </ul> <p><u>Outcome:</u> Effective Tracking System in place for all Lancashire CLA in Lancashire and Out of County.</p>		
<p><b>To ensure CLA pupils remain in one school, particularly in Years 10 and 11</b></p>		
<ul style="list-style-type: none"> <li>▪ Virtual School to work with schools, social workers and carers to ensure that CLA remain in one care placement and one school throughout Years 10 and 11, via PEP meetings with in schools with designated teachers for CLA, social workers and carers</li> </ul> <p><u>Outcome :</u> Reduction in number of CLAs experiencing a change of schools in Year 10 and 11;resulting in continuity of courses and education opportunities and improved educational attainments and achievements.</p>	<ul style="list-style-type: none"> <li>○ Virtual School Educational Consultants</li> <li>○ Area Pupil Access Teams</li> <li>○ Foster Care Services</li> <li>○ Residential Care Services</li> <li>○ Schools</li> </ul>	<p>March 2013</p>
<p><b>Virtual School to continue to equip carers and professionals with the skills to support and promote the education of CLA</b></p>		
<ul style="list-style-type: none"> <li>• To provide rolling programme of Training re 'Promoting (and accessing) appropriate education for CLA' across the county for :</li> <li>• Foster Carers and Residential Workers</li> <li>• Social Workers and Independent Reviewing Officers</li> <li>• Designated Teachers for CLA in Schools and Special Education Needs Co-ordinators</li> </ul> <p><u>Outcome:</u> All professionals and carers responsible for the education of CLA have up to date information regarding the education system, and how to promote the education of children in their care. All professionals are aware of their particular responsibilities.</p>	<ul style="list-style-type: none"> <li>○ Virtual School Educational Consultants</li> <li>○ SEN Professionals</li> <li>○ Health Professionals</li> <li>○ Educational Psychologists</li> <li>○ Advisers</li> </ul>	<p>Phase1: January to March 2013</p> <p>Phase 2 : April to July 2013</p> <p>Phase 3: Sept to Dec 2013</p>
<ul style="list-style-type: none"> <li>• To ensure that CLA receive support for emotional well being and effective intervention through appropriate targets setting in CLAs' PEP.</li> <li>• To monitor PEPs for appropriate targets for emotional, social and behavioural difficulties</li> </ul> <p><u>Outcome:</u> CLA receive timely emotional well being support/ intervention enabling them to access full time education.</p>	<ul style="list-style-type: none"> <li>○ Schools</li> <li>○ Foster carers and Residential workers</li> <li>○ Social Workers</li> <li>○ Virtual School Educational Consultants</li> <li>○ CAMHS/SCAYT</li> </ul>	<p>March 2013</p>
<ul style="list-style-type: none"> <li>• To encourage carers and schools to promote/request intervention if grades drop lower than Nationally Expected Targets or Individual Educational TTo ensure that ALL CLA reach their potential through rigorous assessment, aspirational target setting, and rigorous evaluation, and that any potential underachievement is identified and acted upon in a timely manner</li> </ul> <p><u>Outcome:</u> All CLA reach their potential, they do not underachieve, and their attainments and achievements improve through clearly identified needs and effective remedial interventions.</p>	<ul style="list-style-type: none"> <li>○ Schools</li> <li>○ Foster carers and Residential workers</li> <li>○ Social Workers</li> <li>○ Virtual School Educational Consultants</li> </ul>	<p>January to March 2013</p>

## Performance Indicator Recovery Plan

### Performance Indicator Description:

Increase the percentage of people who would benefit from receiving services via self directed support, who have personal budgets from 75% to 95%.

#### Year end target

Year end Target is 95%

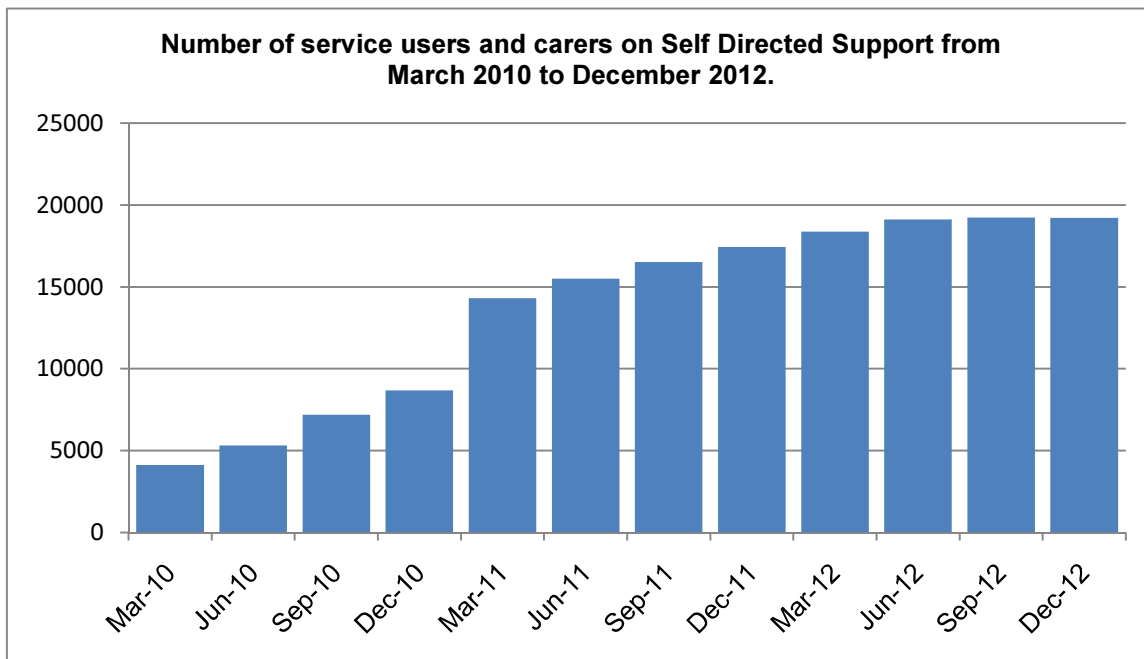
Quarter 3 target is 90%

#### Current performance

During the year to 31<sup>st</sup> 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).

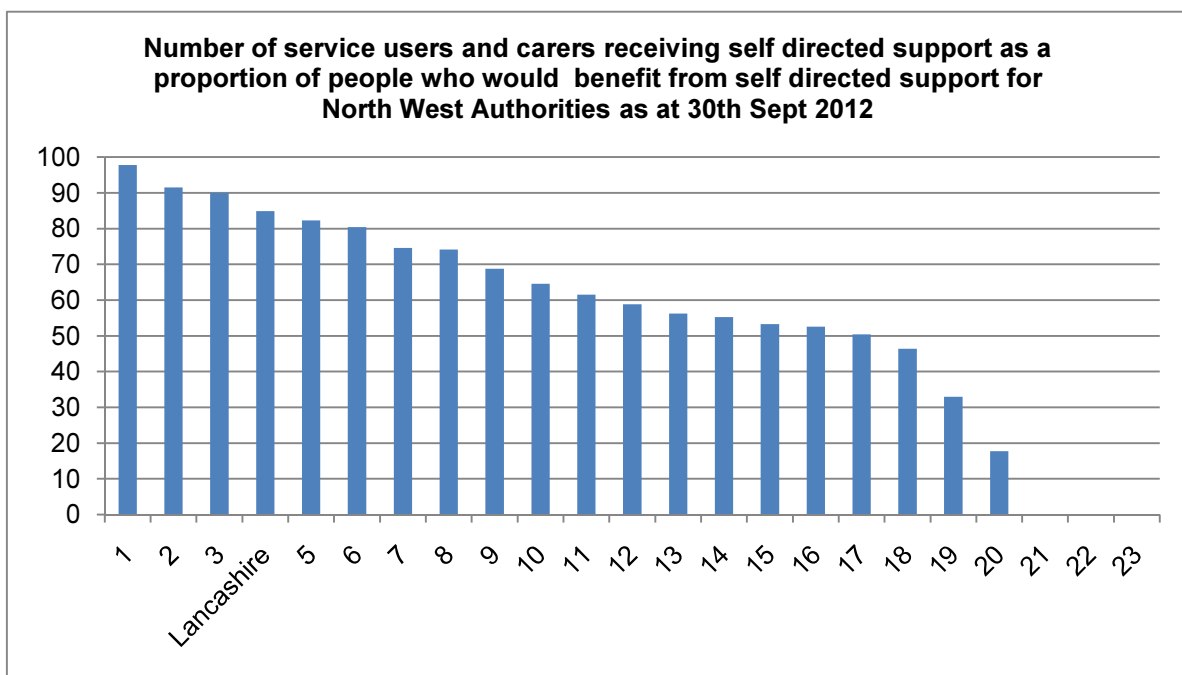
#### **Why is this indicator under-performing?**

- Self directed support is a way of providing social care, offering more choice, flexibility and control through the allocation of a personal budget with which to plan support. All new service users are receiving self directed support as the standard offer but there are existing service users who are receiving traditional services still to be transferred to self directed support at review.
- The following graph shows the number of people who have started to self direct their support since March 2010.



- 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 from service users and carers indicate that they appreciate time to think about their options. They tell us 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 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 30<sup>th</sup> 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).



**What actions are required to put it back on track?**

**Action to be taken**

- 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.

## Performance Indicator Recovery Plan

### Performance Indicator Description:

Reduce the rate of re-offending from 39.6% to 38.6%.

#### Year end target

Year end target is 38.6%

#### Current performance

Rate of re-offending:

Jan 10 to Dec 10:	41.2%
Oct 09 to Sep 10:	39.8%
Jul 09 to Jun 10:	40.3%
Apr 09 to Mar 10:	39.6%
Jan 09 to Dec 09:	38.9%

#### **Why is this indicator under-performing?**

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

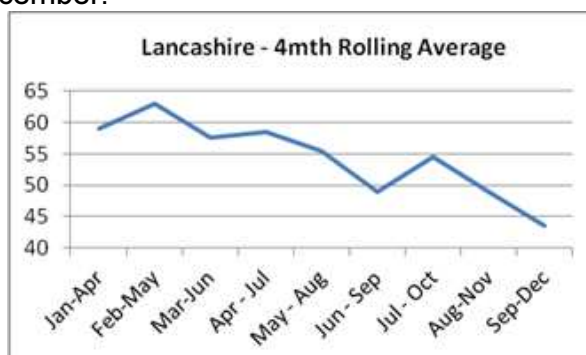
The National MOJ measure includes a significant number of young people within the cohort who would receive no YOT specific YOT intervention, but could receive other interventions such as fines, Conditional Discharges, and Reprimands. However, these young people would be included as re-offenders in the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

Current performance based on the re-offending tally can be seen on the graph below. The graph below demonstrates that for the period 2012/13 there is a reducing trend in re-offending – from a high of **63** in February to **43** in December.



Lancashire YOT are currently in negotiation with Children and Young People's performance team to use the re-offending tally measure as the future indicator for the corporate score card, together with the National MOJ measure. It is hoped that any future measure is reflective of the trend and direction of travel, together with a realistic fixed target.

The actions below detail the priorities set in the 2013/14 Service Continuous Improvement Plan to reduce re-offending.

**What actions are required to put it back on track?**

<b>Action to be taken</b>	<b>Lead</b>	<b>Completion Date</b>
<ul style="list-style-type: none"> <li>• To ensure effective programmes for out of court disposals as a result of the new Legal Aid Sentencing and Punishment of Offenders Act 2012:               <ul style="list-style-type: none"> <li>○ To monitor and evaluate the impact of the revised Final Warning Programme during the transition to the new Youth Conditional Caution and revise accordingly;</li> <li>○ Based on the above and national guidance implement the delivery of a service to young people receiving the new Youth Caution, thus intervening at an earlier stage to reduce risk of reoffending;</li> <li>○ Continue to develop and manage the recently commissioned Pan-Lancashire Triage service to reduce first time entrants and deal more swiftly with repeat low-level offenders.</li> </ul> </li> </ul>	Lisa Gregoire-Parker	Ongoing March 2014
<ul style="list-style-type: none"> <li>• Use the data from the 'Reoffending Tally Measure' and local analysis to ensure targeted effective service delivery to young people who continue to offend               <ul style="list-style-type: none"> <li>○ To identify the individual young people who are at greatest risk of reoffending for each team</li> <li>○ Agreeing a team approach to delivering plans for the identified repeat young people who offend</li> <li>○ Develop and deliver offending behaviour group work to identified repeat offenders as appropriate</li> </ul> </li> </ul>	Lisa Gregoire-Parker	Ongoing March 2014
<ul style="list-style-type: none"> <li>• Have effective Compliance Panels to ensure young people are fully engaged in service provision               <ul style="list-style-type: none"> <li>○ Fully establish these in each local team</li> <li>○ Set up monitoring system to record effectiveness and impact</li> </ul> </li> </ul>	Lisa Gregoire-Parker	June 2014
<ul style="list-style-type: none"> <li>• To improve the engagement of young people, known to the YOT, attending positive activities in their local community.               <ul style="list-style-type: none"> <li>○ County Volunteer co-ordinator to develop mentoring scheme to identify local activities and support young people attending positive activities.</li> </ul> </li> <li>• Develop effective links with communities, faith groups and the voluntary sector to support young people away from their offending behaviour. To develop 'Community Champions' in each YOT Team.</li> </ul>	Lisa Gregoire-Parker	September 2013 each team to have one active mentor. March 2014 - two mentors per team.  September 2013. 'Community Champions'







## Cabinet Committee on Performance Improvement

Meeting to be held on 26<sup>th</sup> February 2013

### Report of the Chief Executive

Electoral Division affected: All
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### Customer Experience Project

Contact for further information:

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#### Executive Summary

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.

The 11 projects are listed over the page with current projected completion dates.

#### Recommendation

The Cabinet Committee on Performance Improvement is asked to review the list of customer experience project currently being undertaken/planned and advise which they would like to report back to a future meeting(s).

#### Background and Advice

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 managed, and individual projects are

organised, under the guidance and support of the Corporate Policy and Performance Team.

Thus far approximately 40 service areas have undertaken research as part of the programme. In 2011/12, nine projects were completed in total, and the final reports can be found on the [research and consultation database](#):

- Bus services – online information
- Charges at country parks
- The experience of service users with a child protection plan.
- Quality assurance in respect of safeguarding and children looked after.
- ACERS: Alternative and Complementary Education and Residential Services: exploration of the current service and identification of future requirements
- Primary and secondary school meal take up
- Intermediate care service report
- Exit Strategy for Learning Disability Development Fund (LDDF)
- Employment training/support for learning disability clients

Those services that are scheduled to undertake customer experience projects, as part of wave 5 of the programme, are as follows (with estimated completion dates):

- Older people's service – due for completion in April
- Day Services – due for completion in July
- Specialist Social Rehabilitation Service – due for completion in April
- Shared Lives Services – due for completion in March
- Residential Care – due for completion in March
- Highways communication – due for completion in August
- Environmental services – due for completion in May
- Care leaver who are parents – due for completion in May
- CAPPs – Children and Parent Support Service review – due for completion in May
- Youth homelessness – due to start soon, estimated completion date by end of July.
- Reablement – due to start soon, estimated completion date by end of July.

## **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
Report to the Cabinet Committee on Performance Improvement – 'Customer Experience Project – Bus services on-line information	30 August 2012	Michael Walder, Corporate Policy & Performance Team, 01772 533637
Report to the Cabinet Committee on Performance Improvement – 'Customer Experience Project – Young People's Service'	10 January 2012	Michael Walder, Corporate Policy & Performance Team, 01772 533637

Reason for inclusion in Part II, if appropriate

N/A

