

Lancashire County Council

Cabinet Committee on Performance Improvement

Tuesday, 3rd July, 2012 at 2.00 pm in Cabinet Room 'D' - County Hall, Preston

Agenda

Part 1 (Open to Press and Public)

No. Item

1. Apologies for Absence

2. Disclosure of Personal and Prejudicial Interests

Members are asked to consider any Personal / Prejudicial 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 31 May 2012 (Pages 1 - 6)

To be confirmed and signed by the Chair.

4. Early Support and Intervention Strategy (Pages 7 - 20)

5. European Social Fund: Project for Young People who are, or are at Risk of Being, Not in Education, Employment or Training 2011/13 - Performance Update (Pages 21 - 30)

6. Urgent Business

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. Date of Next Meeting

The next meeting of the Cabinet Committee will be held on Thursday 30 August 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, 31st May, 2012 at 10.00 am in Cabinet Room 'C' - County Hall, Preston

Present:

County Councillors

T Ashton	M Perks
A Atkinson	M Skilling
Mrs S Charles	

1. Apologies for Absence

Apologies for absence were received from County Councillor Geoff Driver and County Councillor Jennifer Mein.

2. Disclosure of Personal and Prejudicial Interests

None declared.

3. Minutes of the Meeting held on 3 April 2012

Michael Walder, Senior Policy and Performance Officer, referred to the reference in the minutes to a progress report on the Early Intervention Strategy being brought to this meeting. This report would now be brought to the next meeting of the Cabinet Committee on 3 July 2012.

Resolved: - That the minutes of the meeting held on 3 April 2012 be confirmed and signed by the Chair.

4. Quarterly Corporate Performance Monitoring Report - Corporate Scorecard

Michael Walder, Senior Policy and Performance Officer, presented a report setting out the corporate performance monitoring for the fourth quarter of 2011/12 (January – March 2012). The report highlighted that, currently, 78% of indicators in the Corporate Scorecard had met, or were forecasted to have met, their year end targets. Eleven indicators (22%) had not met their targets and these were listed in the report.

Recovery plans for six indicators which had previously not been considered by the Cabinet Committee were set out at Appendix 'A' to the report.

Bob Stott, Director of Universal and Early Support Services, and Paul Dyson-Knight, Senior Advisor/Team Leader, Secondary, Directorate for Children and Young People, attended and presented the following recovery plans:

- (i) Proportion of pupils eligible for Free Schools Meals performing at the expected level at Key Stage 4;
- (ii) Proportion of pupils of Pakistani heritage performing at the expected level at Key Stage 4 and Proportion of pupils of Bangladeshi heritage performing at the expected level at Key Stage 4 (joint recovery plan);
- (iii) Proportion of children looked after achieving 3 or more levels of progress in English between Key Stages 2 and 4 and Proportion of children looked after achieving 3 or more levels of progress in Mathematics between Key Stages 2 and 4 (joint recovery plan);

In respect of (i) it was reported that there had been a slight increase in the number of pupils receiving free school meals and that the proportion of those children gaining five passes or more at GCSE had risen by 1% compared to a rise of 3.2% for non free school meals pupils. It was noted that the expectations of schools themselves in these pupils needed to rise and that a number of targeted funding streams, e.g. The National Challenge, had been removed or reduced. In response, more information and advice was being made available to schools via school advisors and good practice was being collected and disseminated amongst all schools. The Best Start Lancashire programme (targeted at Key Stage 1 pupils) aimed to make an impact on the future attainment of this cohort and summer school programmes were also currently being held to help the transition for pupils between primary and secondary schools. It was noted that District Children and Young People's Trusts also needed to place more emphasis on the free school meals agenda in secondary schools and not solely in primary schools.

In respect of (ii) it was reported that the targets were set using a Government formula. Whilst the targets were not met, attainment exceeded the top quartile estimates by 7.5% for Pakistani heritage pupils and by 5.3% for Bangladeshi heritage pupils.

The estimated data was from the Fischer Family Trust which provided a good comparator but no data was available from individual authorities to allow direct comparisons to be drawn with statistical neighbour (or other) authorities.

In respect of (iii) it was reported that performance against this indicator was very dependent (particularly because of the relatively small numbers) on the make-up of the cohort each year. However, there had been three years of strong performance but last year 12.2% of Children Looked After achieved five GCSEs, including Maths and English, against a national average of 12.8%.

It was noted that young people in foster care made better progress than those in residential care and that this was a matter of concern. A number of initiatives were being taken to address this including a Champion to oversee Year 6/Year 7 transition, the creation of individual transition plans and the use of summer schools.

Jo Turton, Executive Director for Environment, presented the recovery plan for the percentage of carriageway and footway potholes, identified by regular highway inspections, filled within 30 days. It was reported that performance for 2011/12 was 81.1% against a target of 90%.

The performance measure had been changed in April 2011 to better reflect quality and good service of the repairs. A number of changes had been made to improve performance, including improved programme management and reporting and recording of incidents. The result of these changes had led to 90% of potholes identified, between June 2011 and February 2012, being filled within 30 days.

County Councillor Ashton referred to the 23,000 potholes which were repaired during the year, with a peak in December, and the additional training which had been undertaken for staff and the recent changes with the advent of One Team working. The Government had recently made 17 recommendations on the issue which the County Council was in the process of reviewing.

Resolved: - That the current performance against the corporate scorecard, and the recovery plans set out in the report, now presented, be noted.

5. Management of Attendance Report - 1 April 2011 - 31 March 2012

Russell Eaton, Head of Business Services, Office of the Chief Executive, attended and presented a report on the management of attendance for the year 2011/12 covering the period 1 April 2011 to 31 March 2012.

It was reported that the full time equivalent days lost in 2011/12 were 7.15 days against a target of 7.12 days which, whilst narrowly missing the target, equated to a reduction of 9% against the 7.86 days lost in 2010/11.

Overall, there was a positive picture with 54% of staff having no sickness, an increase of 8% on 2010/11.

It was reported that the top three reasons for sickness absence in 2011/12 were: mental health (24%), musculo-skeletal (13%) and medical/hospital (13%), all of which have risen since 2010/11. The figures for mental health included both work related and personal with work related stress seeing a reduction of 2%.

The contract for the occupational health service ended on 31 March and a temporary extension was being negotiated whilst a review of the service was undertaken. Once this was complete there would be a clearer picture of the levels of support which would be required in the future.

It was intended to set the same target for next year and also to split the target into six-monthly seasonal targets.

It was agreed that it would be useful for the information tables in future reports to include the number of staff in each Directorate and the Lancashire County Commercial Group to give a clearer picture.

Resolved: - That the report, now presented, be noted.

6. Optimising the Review Process for Carers

Barbara Lewis, Head of Support, Planning and Review, Adult and Community Services Directorate, attended and presented a report setting out an update as to how the review process for carers could be improved to allow more carers to be assessed, reviewed and supported in 2012/13.

The report recommended that, at present, the managing review activity within financial year option should be implemented which would manage activity, ensuring that opportunities for respite are provided as required and maintaining the current voucher scheme until the proposed carers break fund had been fully considered.

The possibility of duplicating the current process for the next financial year, issuing vouchers across financial years option, had been explored but this would have a significant impact on existing finance processes and resources. It was also noted that no further changes were being made to the Integrated Social Services Information System (ISSIS) as this system was due to be replaced in the future.

It was suggested and agreed that the managing review activity option be piloted in a particular area during this financial year to test any proposed changes and therefore gain maximum improvements when the new approach was further 'rolled out'. It was agreed that the Cabinet Committee be informed of the details of the pilot once the pilot had been established.

Resolved: - That:

- (i) The report, now presented, be noted;
- (ii) At present, the managing review activity within financial year option be implemented;
- (iii) That a pilot to test any proposed changes takes place in the current financial year and that details of that pilot be reported back to the Cabinet Committee in due course.

7. Urgent Business

There was no urgent business to be considered.

8. Date of Next Meeting

The Cabinet Committee noted that its next meeting would be held on Tuesday 3 July 2012 at 2.00pm in Cabinet Room 'D', County Hall, Preston.

I M Fisher
County Secretary and Solicitor

County Hall
Preston

Agenda Item 4

Cabinet Committee on Performance Improvement Meeting to be held on 3 July 2012

Electoral Division affected: All

Early Support and Intervention Strategy

(Appendices 'A' – 'D' refer)

Contacts for further information:

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Bob Stott, (01772) 531652, Directorate for Children and Young People
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Executive Summary

This report provides the Cabinet Committee with an update on the progress around the Early Support and Intervention (ESI) Strategy within Lancashire. The ESI Strategy was agreed by the Lancashire Children's and Young People's Trust in June 2010. ESI relates to work which will increase resilience within families and allow work at an early stage to reduce the number of families for whom a referral to statutory services is deemed necessary.

The ESI Strategy will focus on making children and young people "school ready", "work ready" and eventually "family ready". One key element of the ESI Strategy is Best Start Lancashire which will focus on families with children in Reception and Years 1 and 2.

Following agreement to the ESI Strategy, 12 District Early Support and Intervention Development Officers were appointed in February 2011 and a new Strategic Lead (secondment) for ESI was appointed in January 2012. Additional staffing support includes a Management Information (MI) Officer and MI Administrator, together with an Administrative Support Officer. Funding has been made available by the County Council and Schools Forum to support the central co-ordination and development of ESI work in each district as well as for ESI district initiatives. Details of this can be found in Appendix 'A' – Trust Talk: Early Support, September 2011 edition.

The point has been reached where the ESI Strategy is moving into its embedding phase along with associated initiatives as part of the Transforming Delivery Agenda: 'Working Together in Lancashire', and the purpose of this report is to update the Cabinet Committee on progress and its impact.

Recommendation

The Cabinet Committee is asked to:

- (i) note and comment on the report;
- (ii) identify any further information required.

Background and Advice

A report "Proposals for the use of £5 Million One-off Funding to Improve Safeguarding and Outcomes for Looked After Children and Young People" was agreed by the Leader of the County Council in January 2010.

Of this, £1.73m was allocated to support the co-ordination of ESI across the 12 Locality Children's District Trusts (LCTP's). A Strategic Lead for ESI was appointed in June 2010 along with the team structure, which came later, as described in the Executive Summary above, with all team members on a fixed term two year contract from April 2011. A further £600,000 was allocated to allow ESI pump priming within the LCTP's. Therefore in total Lancashire County Council has allocated £2.33m to support ESI between 2010 and 2013.

LCTP's were allocated two sums of money in the financial year 2010/11; £50,000 pump priming monies as a one off payment per local district (a total sum of £600,000 as noted above); £80,000 per Locality District Trust was allocated from a £1m sum contributed by the Schools Forum to support ESI work.

In the financial year 2011/12 LCTP's received a further £80,000 of funding from monies contributed by the Schools Forum. The Schools Forum has also agreed to maintain this level of support in 2012/13. This has been accepted by the relevant sub committee of the Schools Forum and ratified by the full Schools Forum.

In 2012 a further £2m has been sourced from savings within the Directorate for Children and Young People (DCYP) to support Best Start Lancashire, which is planned to be a three year development to link in with the introduction by the Government, of the Pupil Premium model for Free School Meal (FSM) pupils. Best Start Lancashire will focus on 6000 FSM children across the County in Reception and Years 1 and 2.

Progress to Date (June 2012)

During the last year, significant progress has been made in implementing the strategy across the 12 districts of Lancashire with the ESI Development Officers as the conduit to co-ordinating local resources, and supporting the DCYP workforce to respond to emerging early support needs of children, young people and families in a changing operational context.

The foundation for the embedding of the ESI Strategy locally is now laid as follows:-

- a) *Strategy and understanding in place* at a county and local level, with buy in from key multi-agency professionals e.g. health, police, schools (primary and secondary), young people's service, youth offending team, voluntary, community and faith sector (VCFS), and social care as part of District and Lancashire Children's Trust arrangements. Appendix A: Trust Talk: Early Support, September 2011 edition, issued to Children's Trust Partners and the Lancashire Schools Forum refers.
- b) *Structure in place (pan-Lancashire and district approach)*: the staffing structure described above ensures that there is both a strong Lancashire

wide vision which reflects and responds to the Children and Young People's Plan key priorities (2011 – 14), and a localised support to enable the identification of emerging priorities and respond to early support needs of children and families in a swift manner.

- c) *Resource Panel (multi-agency)*: in each local district, the ESI Development Officer has worked closely with the local children's trust partnership to set up an Early Intervention and Support sub group and resource panel.

The purpose of these two groups is to; identify early on the needs of children, young people and families (panel) through a multi-agency approach; and ensure the delivery of early intervention support strategy through local co-ordination of resources, services and pathways (sub-group).

The frequency is monthly and lead professionals have an opportunity to identify gaps in service using the Common Assessment Framework (CAF), as the holistic tool of assessment. Gaps in service are resolved through group consensus solutions of; agencies working together in partnership; resources being allocated to a particular gap in service; escalating the need for more extensive services to the district Children's Trust Board; or the need for a particular aspect of DCYP workforce development which extends lead professionals skills out, to enable the appropriate level of support to be provided.

- d) *Commissioning of Early Support Services*: in each district of the county ESI initiatives have been commissioned through the County Council's open tender process, and providers selected through a Local Children and Young People's Trust (LCYPT) representative panel process, in order to secure the best provider in terms of quality of service, maximum output, achievement of outcomes, and value for money.

An example summary of all ESI projects for the district of Chorley and the commitment to funding is provided at Appendix 'B'.

A robust commissioning process to ensure that public money is properly spent has meant that some projects commenced delivery in September 2011. All projects are currently monitored on a quarterly basis as a minimum against financial, output, outcome and qualitative data (case studies), with projects of over £10,000 being subject to a quality monitoring visit form each ESI Development Officer. This performance information is provided to the local Children's Trust Partnerships and School's Forum on a quarterly basis. See an example summary of Chorley district ESI performance profile at Appendix 'C' and example Chorley ESI project case study at Appendix 'D'.

- e) *Impact and future of the ESI Strategy*: the progress in implementing and embedding the strategy through understanding local structural operations and the commissioning of a service offer of early support for our children, young

people and families of Lancashire, has meant that there has been considerable impact across the county in terms of the following:

- *aligning of priority setting* – the process of ensuring all early support commissions and small grants on a localised level respond to CYPP plan and district priorities within contract and monitoring arrangements plus the 'have we got it right?' questioning of district resource panels to identify gaps in service and emerging priorities for CYP and families, ensures that we have an alignment of county and district priorities as a continuous improvement process.
- *rationalising funding streams* – for example, the pooling of resources with neighbouring LCYP Trusts - has resulted in joint contracts such as the 'Family wise Service' delivered across Chorley and South Ribble.
- *a transparent and outcome focused early support offer* - through the open competitive tendering process used to commission early support services, this has ensured an opening of the market to provide quality, value for money and outcome focussed initiatives delivered by the third sector. Further work this year (2012), will investigate the social return investment aspect of early support initiatives and what impact has been made on reducing the level of high cost services for those families which have been supported across Lancashire.
- *securing commitment of partners* – via the early support strategy is now being embedded through Lancashire Children and Young People's Trust arrangements across all districts and through the sharing of understandings between the Lancashire Safeguarding Board and the Lancashire Children's Trust Board.
- *improving outcomes* – as previously displayed in the Chorley district example above and in Appendix 'D') - all early support projects are performance monitored on a quarterly basis against key performance indicators, relating to outputs, outcome measures , case studies of service users and financial profile and general highlight report.
- *identifying gaps in service* – as previously described the resource panel approach enables a multiagency workforce to identify gaps in service for children, young people and their families and to provide shared joint solutions at a district level. This vehicle will be further developed over the next year to provide opportunities for spot purchasing and lead professional budget holding.
- *positioning the Directorate for the wider system changes* - all of the key progress measures and impacts described above enables the Directorate for Children and Young People, supported by the ESI Team and the Lancashire Children's Trust Partners, to act as the foundation for the 'Working Together in Lancashire' transforming service delivery agenda to commence. A description of the vision for 'Working Together in Lancashire' will be provided in a presentation to the Cabinet Committee during the meeting.

Consultations

The vision of 'Working Together' in Lancashire, referred to in e) impact and future of the ESI strategy, has been approved by both the Lancashire Children's Safeguarding Board (LCSB) and the Lancashire Children and Young People's Trust Board in March 2012.

Implications:

This item has the following implications, as indicated:

Financial

All funding to support the ESI Strategy has already been identified. The ESI Strategy, if effective, has the potential to create significant efficiencies over the next 3 years and beyond, in the way services work together at a district level and to reduce referrals into the social care system particularly in relation to a reduction in the number of families across Lancashire:

- with a child protection plan
- being referred to children's social care
- whose child/ children become looked after

Risk management

The ESI Senior Officers meet on a weekly basis with the Strategy officer to discuss current performance and any key risk areas which can cover the subjects of; financial, legal, equality and diversity, human rights, crime and disorder, property asset management and procurement concerns.

Every meeting is logged with action points and key risks are then escalated to the Director of Universal and Early Support Services.

In addition, a programme board is now established to ensure that all key risks associated with the 'Working Together in Lancashire' vision and system change will be identified using a Lancashire Way methodology and solutions agreed in a swift manner with senior representatives at the programme board level.

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

Paper	Date	Contact/Directorate/Tel
Early Intervention Strategy	June 2010	Bob Stott, Directorate for Children and Young People, (01772) 531652

Reason for inclusion in Part II, if appropriate

N/A

Trust Talk

Lancashire Children and Young People's Trust



September 2011
Issue 2 - Supplement

Early Support

The Early Support Strategy

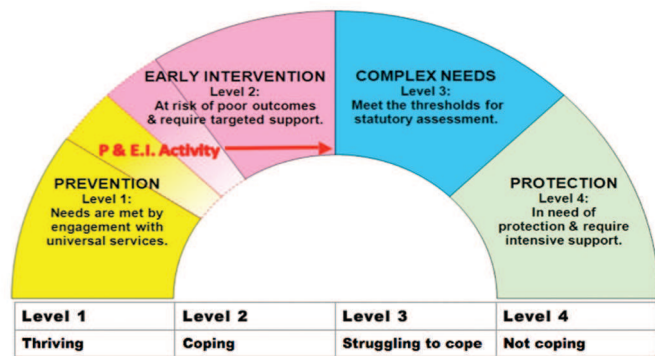
"Lancashire, the County where all Children, Young People and their Families are Resilient"

What is the Early Support Strategy for Lancashire?

Prevention and Early Intervention Support refers to a way of working. By working in this way we aim to ensure that the needs of children, young people and families who are vulnerable to poor outcomes are identified early. That needs are met by agencies working together effectively and in ways that are shaped by the views and experiences of the children, young people and families themselves. It seeks to build their resilience, increasing their capacity to manage challenging circumstances before poor outcomes develop. An early intervention support approach offers children, young people and families more than a solution to a specific problem; it offers them the skills to deal with a similar problem if it arises in future. Preventative interventions focus on reducing risk and promoting protective factors in the child as well as their cultural contexts (family, classroom, school, peer group, neighbourhood etc), thereby promoting resilience.

The Lancashire Continuum of Need focuses on four levels. In an attempt to explain what this means for families in language understandable to themselves and all agencies, we have used the wording: thriving, coping, struggling to cope and not coping. Preventative activity is delivered through universal services to which all children, young people and families have access to. Early intervention is a more targeted response to

identified needs and sits at level two and above on the continuum of need.



At the heart of this early intervention support is a commitment to actively involve children, young people and families in the assessment of need and action planning to meet those needs – to put children, young people and families at the centre of our planning.

What does our vision look like?

The vision for Lancashire's Early Support Strategy is to secure a county-wide approach within which all partners coordinate, prioritise and maximise their collective efforts to enable children, parents and families to become more empowered and resilient. Enabling our children and families to achieve success, resist stress, manage change and uncertainty, and make responsible decisions about their future. It will provide a framework to support partners in re-shaping existing services and working together more effectively, utilising existing resources in a more integrated way in order to secure better outcomes for children.

It is recognised that there have already been a number of prevention and early support initiatives in operation across the county over the last 3 years. These have been funded through a number of different funding streams, driven by different government agendas and measured by different performance criteria.

The Early Support Strategy over the next two years will embed an overarching framework, commissioning process, and communication tool to draw together these previous and future initiatives to enable us to share good practice and ensure the application of a coherent and consistent approach to Early Support across Lancashire.

Updates and Web Links

If you are interested in finding out more about the local and national Early Support Strategy, then you may find these web links useful:

Lancashire's Early Support website:

www.lancashire.gov.uk/corporate/web/?siteid=5813&pageid=32721

Graham Allen MP has provided two reports to central government in the last 6 months. The first report Early Intervention: the next steps was published in January, it underlined that many of the costly and damaging social problems for individuals can be eliminated or reduced by giving children and parents the right type of evidence based programmes 0-18 and especially in their earliest years.

The second report sets out how we can pay for those programmes within existing resources and by attracting new non government money.

See both reports at:

www.cabinetoffice.gov.uk/news/graham-allen-launches-second-report-early-intervention

The Early Support Team

At the beginning of April 2011, the Early Support Team for Lancashire was established. The team comprises of twelve district Early Intervention and Support Development Officers, one administrator and one strategic officer. The purpose of the team is to co-ordinate the implementation and how we embed the Early Support Strategy for children, young people

and families, working with the District Children's Trusts. Further capacity will be built into the team from September 2011 to include an early and secondary years specialist.

How the strategy will work in your district

In each district your Early Support Officer will work closely with the District Children's Trust to set up an Early Intervention and Support sub group and resource panel. The purpose of these two groups will be to identify early on the needs of children, young people and families (panel) through a multi-agency approach and ensure the delivery of early intervention support strategy through local co-ordination of resources, services and pathways (sub-group). In addition the Early Support Officer will co-ordinate the following in each district:

- Reviewing the position of the common assessment framework within early support work.
- Co-ordinate the commissioning and monitor the performance of, early support initiatives.
- Evaluate lessons learned from those initiatives and encourage sustainability beyond the lifetime of project delivery through a multi-agency approach and reliance and skills development within the community of Lancashire.
- Identify the gaps in services and the resources can be pulled together through partnership approaches and service re-design to meet the needs of children, young people and their families.
- Ensure that children, young people and families are fully consulted and involved in the delivery of services which affect them.

If you want to know more about the Early Support Strategy in your area and how to become involved, then please refer to the map on page 2 for your local officer's details and current initiatives.

Children and Young People's Trust – Contact Us

If you would like to find out more about the Children and Young People's Trust in Lancashire please have a look on the website:

www.lancashirechildrenstrust.org.uk

There is also an e-mail address that you can use to get in touch with us childrenstrust@lancashire.gov.uk

EARLY SUPPORT IN LANCASHIRE

District initiatives and contacts

September 2011

Wyre

Jackie Gibson
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A Family Support project delivered by a voluntary sector organisation will provide early intervention support to families across 7 high schools and feeder primary schools. This will be on a rolling 12 week basis per family and aim to improve the emotional and physical health and well being of children and families in the district

Fylde

Richard Bollands
M: 07817 622861

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Initiatives will focus on: a group and 1:1 counselling service for children and young people with a range of emotional difficulties to improve attendance and concentration at school; a family liaison officer will work across 3 secondary schools to provide early support to young people and families; a family learning mentor will be trained in each primary school across the Fylde district; and the Solihull Approach will be rolled out to 140 multi- agency staff of the children and families workforce.

Preston

Simon Ashworth
M: 07817 622417

E: simon.ashworth@lancashire.gov.uk

Initiatives will focus on: a family intervention support project which will support children aged 5-14 at risk of poor educational outcomes and their families across a cluster of primary and secondary schools; a targeted support service for children and young people aged 8-13 and their families, showing early signs of risk-taking and anti-social behaviour; a project aimed at reducing the number of under 18 conception rates in hotspot wards across Preston through working with young people and families to feel confident in talking about sexual health issues.

South Ribble

Louise Elo (Senior) /Ruksana Mulla
M: 078330 95079

E: louise.elo@lancashire.gov.uk

Initiatives will focus on: a family intervention and support project shared with Chorley district providing targeted support for children, young people and families experiencing difficulties at key transition points in their lives; targeted preventative support for children, and young people to improve family relationships and increase learning motivation and self esteem; smaller scale activity that will focus on sporting activities for primary age children, developing the self esteem of young people involved in early stages of gang culture and sexual health awareness amongst teenagers. Funding via resource panel to address gaps in services and work force development.

West Lancashire

Joanne McGrath
M: 07817 623290

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Initiatives will focus on: a Family Attachment Project which will provide targeted support to vulnerable children, young people and families where there are identified attachment issues to enable access to learning and direct support and provide workforce and community asset development by training the paid and volunteer children's workforce; a youth opportunities fund to support vulnerable young people to access activities, services and information to help improve their lives; a small projects fund will support children, young people and families through smaller scale early support activity across West Lancashire.

Lancaster

Debbie Dawson (Senior)
M: 07557 030645

E: debbie.dawson@lancashire.gov.uk

Initiatives will focus on: developing a multi-agency database to support the resource panel approach; a parenting forum co-ordinator post; a spot commissioning approach focussing on a CAF assessment and total family way of working to meet the needs of children, young people and families within Lancaster.



Chorley

Louise Elo (Senior)
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Initiatives will focus on: a family intervention and support project shared with South Ribble district which will provide targeted support for children, young people and families experiencing difficulties at key transition points in their lives; a youth intervention project providing support, awareness and access to positive activities to young people aged 12-16, showing early signs of risk taking behaviour; a targeted secondary school mentoring service for pupils aged 11-13 experiencing barriers in learning and life; a small grant allocation to commission smaller scale activity delivered by voluntary, community and faith organisations to meet the needs of children, young people and families across the Chorley district, including rural areas. Funding via resource panel approach to address gaps in services and workforce development.

Ribble Valley

Debbie Ball
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A family intervention and support initiative will provide early support to children and families within the community. In addition, a counselling service will be provided through trained and qualified volunteers from the community to children and young people that are experiencing difficulties, either in a 1:1 setting or with their families.

Pendle

Cheryl Smith
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A volunteer capacity building service will aim to create a sustainable partnership model for the recruitment and training of volunteers placed within third sector organisations to support children, young people and their families and help build pathways to further agency support and build resilience within the community.

Burnley

Judith Gluyas
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Initiatives will focus on: an early support service for families with children under the age of 5 to help prepare the child and family for the transition to primary school; the co-ordination of a domestic violence support service; provide 1:1 counselling to secondary school pupils and their families; provide targeted family support to young people showing early signs of anti-social behaviour and their families and provide a telephone helpline service for females at risk of domestic violence.

Rossendale

Nicola Parker (Senior)
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A family support project will work with families across Rossendale, offering Early Support Interventions, based within each of the 5 Children's Centres and working in partnership with associated feeder primary and secondary schools.

Hyndburn

Sophie Valinakis
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E: sophie.valinakis@lancashire.gov.uk

A family intervention and support initiative provided by a third sector organisation will work with children, young people and families across Hyndburn via the total family assessment approach to achieve better outcomes for all families engaged with the service.

Early Support website:
<http://www.lancashire.gov.uk/corporate/web/?siteid=5813&pageid=32721>



Lancashire
Children and Young People's
Trust

Appendix 'B' - Lancashire Prevention and Early Intervention Commissioning Overview – Chorley CT District

Version 4, current on 31 March 2012



Project Description	Service Provider	Target Group	CYPP priorities	Contract Value (£s)	Current Commissioning /tendering Position	Contract Award Date
Family Support Project – jointly with South Ribble CT	Child Action North West	Targeted support for children , young people and families experiencing difficulties at key transition points to achieve positive outcomes in ; education , training , health, social behaviour + homelessness	Early Intervention Reduce risk taking behaviour	£29,229.50	OCT process complete. Tupe process delayed award of contract.	1/11/2011
Youth Intervention Project	CXL/Via Partnership.	Targeted support for young people in school aged 12-16 to reduce risk taking behaviour, so improving positive activity uptake, increase self esteem and prevent harm + anti-social behaviour.	Early intervention Reduce risk taking behaviour Things to d/ Places to go	£22,000	Service provider selected – Via Partnership.	1/10/2011
Learning Mentor Project	Skillforce	Targeted school mentoring service across partnership of schools for young people aged 11-13 experiencing barriers in learning and life to improve self esteem, attainment, attendance and prevent harm .	Early Intervention Reduce risk taking behaviour Things to do/places to go	£22,000	Re-tender process (poor quality of responses). 2 nd panel met on 21 st Oct 2011 to include wider partnership of Heads of Schools.	8/11/2011

<p>Small grants fund – opportunity for statutory, VCFS and social enterprises to contribute to early support agenda.</p>	<p>Application process via Children's Trust Network. 1st tranche of small projects agreed – value £15,600.</p> <p>2nd tranche – total value = £26,870 awarded £2,530 carried over into under spend</p>	<p>Children, young people and families – small projects to deliver targeted support which achieves measurable outcomes related to the Children's Trust 4 priorities. Examples of agencies; St Peter's Primary School, Astley Park Special School, Forest school 0-5s (rural villages group), Duke Street Nursery Community Team, Little Angels (welcome scheme)</p>	<p>Early Intervention Reduce risk taking behaviour Things to do/places to go Reducing the number of NEET young people</p>	<p>Under £5,000 per project. Total small grants fund = £45,000</p>	<p>Application process and Children's Trust decision making panel.</p>	<p>5/9/2011 – tranche 1 (£15,600 total awarded) and 27/10/2011 – tranche 2 (£26,870 awarded)</p>
<p>Resource Panel/Early Intervention Steering Group</p>	<p>Multi-agency – funding held by Lancashire County Council per district</p>	<p>Will support the following:</p> <ul style="list-style-type: none"> a) Multi-agency workforce development for the Children's Trust professionals within Chorley b) Individual/group work support in response to gaps in service c) Progression of findings from Youth Council consultation with children, young people + families – youth council 'One Big Voice' 	<p>Early Intervention Reduce risk taking behaviour Things to do/places to go Reducing the number of NEET young people</p>	<p>£5,000</p>	<p>Approval through Children's Trust funding sub-group</p>	<p>SLA with LCC and Chorley Children's Trust Board. 15/7/2011</p>

Appendix 'C' - Summary of Chorley District ESI Performance Profile

Outputs to date May 2012		Outcomes to date May 2012	
Numbers of children/young people (+ family) engaged in early support programme	139	Children and young people showing improved attendance/ punctuality	89%
Numbers of children and families completing early support programme	90	Children/ young people showing improved behaviour in school	84%
Numbers of sessions delivered	227	Children/young people reporting improved self esteem/ social relationships	73%
Numbers of agencies engaged as partners – requesting the service	20	Children/ young people and families reporting positive attitude to learning/ good home learning environment	51%

Note: This appendix summarises key performance indicators related to child, young person and families support for the three main projects of Familywise, Reducing Risk –Taking Behaviour and Learning Mentor Support across Chorley district, which are all providing Early Support and Intervention (ESI) packages of support to school age children 5-16 and their families. What has been selected in this summary, is the common KPIs of each project delivery. However, there are a possible number of outcomes (up to 100) that can be selected from the project specification in each case. Detailed evidence of each project's outputs, and outcomes, are provided to District Children's Trust sub-groups and Board for further scrutiny on a quarterly basis.

Appendix 'D' - ESI Project Case Study (anonymised)

Family Intervention – 2 parents, 4 children

Background:

Family A were referred to the service by a high school as the older boys had persistent time keeping problems identified by school pastoral care team. Mum and partner were in the process of possibly splitting up and mum was in the process of finding alternative accommodation. Dad was suffering from low mood and the children at high school (both male) were worried about having to move out.

Reason for splitting up was that parents had different ideas about discipline/rules in the home, and this was a cause of argument. Also, the teenage children used this difference as a means to divide parents and get their own way.

Intervention:

After an assessment of the family including a self-reported assessment by parents, specific areas of support were identified as follows:

- Getting the family to communicate effectively with each other
- Strategies in the home to reduce stressful situations
- Contact with extended family (from parent's previous relationships)
- Differing parenting techniques – a common ground to be agreed between parents
- After 3 weeks of family assessment and discussion Mum decided that she wanted the support on offer and to stay with the family and give everything a go.

15 weeks of family mediation followed:

- Each week the practitioner listened to a different member of the family to gather information and get a real feel for the family environment.
- To have a strong base upon to build successful strategies, the practitioner felt it paramount to get mum and dad in an emotionally stable position, where they have time to talk to each other about issues that are affecting their abilities to parent appropriately. This resulted in deep rooted issues spanning a decade being brought up involving past relationships. Each parent was given their time to talk without interruption. This intervention worked well with both parents commenting that they had no idea the feelings the other was harbouring regarding past incidents.
- A suggestion was that parents needed to spend time alone without the children about, and start spending time together – this was so successful that they commented they were both happier now than in years.
- Once parents were in better place, and both fully committed to wanting to rebuild their family, we moved to strategies to use in the home with the

children. The children were involved in all of these discussions, and could comment on how they wanted things to be, and how they thought they could help to make things work better.

- 'Compromise' became the key word in the household, and strategies put in place regarding bedrooms, jobs around the home, and out of school activities for the children.
- Family outings were organised every other week – an activity that every family member contributes suggestions to, and agrees on the chosen activity.

Outcome:

The 15 week intervention has enabled the family to communicate with each other effectively. This has opened up conversation that has benefitted everyone in the family.

The comments from the family, in a personal letter to the key worker are:

"we can now compromise and work together .. in the past there have been arguments, friction, and frustration - not just for me but for the kids and my partner. The support helped us to take small steps together and now we are so much happier."

The family didn't recognise their own strengths and only focussed on their negative behaviour. It took an outside mediator to help the family realise that this was a recoverable situation, and through guided discussion and understanding they learned to believe in this and themselves as a family unit.

The children at high school are now both happy, active – going to out of school activities, have learned about responsibility in the home, and their attendance at school has improved.

Agenda Item 5

Cabinet Committee on Performance Improvement

Meeting to be held on 3 July 2012

Electoral Division affected: All

European Social Fund: Project for Young People who are, or are at Risk of Being, Not in Employment, Education or Training 2011/2013 – Performance Update

(Appendix 'A' refers)

Contact for further information:

Mike Heaton, (01772) 531842, Directorate for Children and Young People,
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Executive Summary

This report provides an update on performance of the European Social Fund Not in Employment, Education or Training Project 2011/13 covering the validated data period of 1 September 2011 to 20 March 2012.

Recommendation

The Cabinet Committee is asked to:

- (i) Note and comment on the report;
- (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.

Background and Advice

In November 2010 Lancashire County Council facilitated a 'Partnership' responding to an invitation to tender by the ¹Skills 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 is 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.

The Partnership agreed that support to young people in breaking down their barriers to participating in learning, training or employment should be planned over a period

¹ Lancashire County Council is under contract with the Skills Funding Agency who determine outcomes to be delivered.

of time (six, twelve, eighteen weeks) and that each engagement activity should build upon each other rather than stand alone activities with no progression. For example, personal and social development energiser activities should help to build confidence leading to employability, literacy and numeracy activities to build competence which can lead to vocational qualifications supporting their career aspirations and interests.

A bid was submitted by the County Council and accepted in full by the Skills Funding Agency.

In July 2011 the County Council received its contract from the Skills Funding Agency after a delayed procurement process of over nine months.

Service aims

The Service aim is to reduce the number of young people, aged 14-18 (or up to 25 for young people with Learning Difficulties and Disabilities) in the Lancashire sub-region, who are at risk of becoming, or are, NEET. This is in order to improve their education, employability and personal skills and to enable them to successfully progress into work or further learning or training.

Funding, target number of young people to be helped and outcomes:

The total contract value is £3,558,067.00 targeting a minimum of 1,621 young people over three years. The number of young people to be targeted is prescribed by the Skills Funding Agency. To help put this into context the number of young people NEET, in Lancashire, in September 2011 (the start of this ESF Programme) was 2,295 and in March 2012 (the reporting date of this report) it was 2,612. The 'Partnership' agreed to the funding methodology allocating resources broken down to district level using available NEET cohort data (as at December 2010).

- Outcomes are defined by the Skills Funding Agency, using their terminology, in the form of deliverables, of which actual achievement of these deliverables draw down funding. Key outcomes are accreditation and progression into work, learning or training.
- **Appendix 'A'** shows our profile for the delivery of this work with the Skills Funding Agency. A narrative is provided describing what these deliverables mean.

Timeline of this project

The ESF calendar runs from January to December. This project should have commenced in January 2011 and ceased in December 2013.

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2011									Start*			
2012												
2013												End*

Due to the protracted procurement process managed by the Skills Funding Agency this meant activity and the engagement of young people in Lancashire did not commence until September 2011. We have and continue to lobby the Skills Funding Agency for the lost time to be added to the end of the project.

Geography

Young People must reside in one of the 12 County Council districts to be eligible for support with priority being placed on supporting those most disadvantaged residing in deprived areas where there are high levels of NEET.

Performance to date

Activities within this ESF NEET programme are prescribed by the EU and the Skills Funding Agency (SfA) within the following framework:

Activities within the programme last on average twelve weeks.

They are designed to help young people to progress into learning or work and to achieve a qualification.

A typical programme will have the following elements:

- A period of assessment of the young person's needs and identification of any barriers to learning or progression leading to the production of an individual action plan.
- If necessary a period of different activities designed to re-motivate and build the confidence and self esteem of the young person
- One to one support and mentoring
- Information, advice and guidance (IAG)
- Learning leading to the achievement of a qualification
- Support to address the issues that may be preventing the young person from progressing and to address specific needs.
- Work experience or the opportunity to trial different occupations
- Support in progressing into learning or work.

Lancashire County Council, as part of its contract with the SfA, is expected to meet the following headline outcomes over the life of the project: Further detail is provided in Appendix 'A':

Outcome description	Total number of young people to be supported by Dec 2013	Number of outcomes achieved by LCC up to end 20 March 2012		Is this ahead or behind planned delivery profile?
		Profile	Actual	
Number of young people to start the programme. (YP to be assessed, action plans and support put in place)	1,621	160	264	Ahead*
Number of young people in a Vulnerable Groups category (Young mum, young offender, Looked after child, Learners with learning difficulty/disability)	434	31	27	Slightly behind*
Number of young people to achieve an accredited qualification of at least 45 guided learning hours	1,058	46	31	Slightly behind*
Progression into further learning, training or employment (All actuals to-date are progression into further learning/training)	808	34	27	Slightly behind*
Project evaluation (N/A at this time, relates to project close)	N/A	N/A		N/A
Impact monitoring report (quarterly)	LCC meet with SFA	LCC meet with SFA		N/A
Service level agreement/contracts in place	-	All subcontractor contracts in place		As planned

*see supporting narrative below

***Supporting narrative: Actions to ensure outcomes are met**

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

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 these 6 weeks (this timeframe is prescribed by the Skills Funding Agency) after the young person is on the programme, some subcontractors are simply not capturing this through their data systems. LCC, via performance management reviews is raising this as an issue with subcontractors.

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 require 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.

Progression into further learning, training or employment:

As we are in the early stages of delivery the majority of young people on the programme are still being supported. However, 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.

Performance Overview

- Main barriers to performance to-date have been Education Funding Agency/Skills Funding Agency generated. A very protracted procurement process with delays in getting to contract. Invitation to Tender described a three year contract commencing **1 January 2011**. Even now all SfA paperwork describes a programme that commenced 1 January 11 although actual commencement was Sept 11. We have and continue to lobby for the contract end date to be extended accordingly.
- Signed contract from SfA received **27 July 11**. By default, this delay of several months had a sequential impact upon our own timelines of getting from **modelling to contract** with subcontractors creating the same domino effect with subcontractor recruitment of key personnel (this timeframe ran across the 2010/11 and 2011/12 financial years and many subcontractors, with no sign of a contract, released staff).
- Additionally, clarification of service deliverables (outcomes) and response times from the Skills Funding Agency have also been protracted.
- In reality, this created a September/October start of the programme with a missed recruitment window (particularly with the KS4 strand) due to delays, i.e. the summer period is historically a recruitment window due to school leavers or 16, 17 year olds on one year courses at risk or become disengaged.

The County Council recently re-profiled (January 2012) which shows a more realistic position, particularly as subcontractor infrastructure and processes are beginning to impact. The number of young people starting the programme is above profile and there is a minimal difference between profile and actuals. Where differences are present analysis of risk is deemed low. The County Council has strategies in place with our subcontractors to tackle under-performance where required.

The County Council is on profile to meet our contractual and moral obligations in this project. Further re-profile opportunities exist should they be required with the Skills Funding Agency.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk Management

The distribution of resources was a potential area of conflict between partners but careful consideration, consultation and full engagement of partners has minimised this possibility.

Emerging national developments such as the Youth Contract pose a risk if this not delivered in an integrated or coherent way. An outcome of the government's procurement of this work is not yet known.

Financial

Risk is minimal on the County Council as the Skills Funding Agency pay on actual delivery. There is a potential exposure if partners do not have robust audit and financial systems in place to meet the requirements of ESF/Skills Funding Agency Auditors, leading to claw back from the County Council. This risk is reduced as any reconciliation is directly passed to the subcontractor. Additionally, performance management reviews with subcontractors further mitigate this risk.

Legal

All subcontractors have been issued with a legally binding contract.

Local Government (Access to Information) Act 1985

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Report to the Cabinet Committee on Performance Improvement - LCC ESF for young people who are, or at risk, of being Not in Education, Employment or Training	24 November 2011	Dave Gorman, Office of Chief Executive, (01772) 534261
Report to the Cabinet Committee on Performance Improvement - LCC ESF for young people who are, or at risk, of being Not in Education, Employment or Training	7 October 2011	Dave Gorman, Office of Chief Executive, (01772) 534261

Reason for inclusion in Part II, if appropriate

NA

Lancashire County Council ESF NEET 2011 - 2013



Appendix A: LCC Profile of delivery v2 Jan 12

Lancashire County Council

Instructions: Only input information in grey shaded cells opposite for Year 1, 2 & 3. Complete with volumes you intend to deliver against each of the deliverables. This information will be used as part of LCC performance management of actual delivery against profile.

Deliverable:	Description of outcomes	Number of beneficiaries	unit cost	Overall funding
S2	Participant assessment, planning & support	1,621	£ 250.00	£ 405,250.00
S21	On programme payments - 6wk, 12wk...	3,241	£ 337.00	£ 1,092,217.00
S22	Vulnerable Groups on programme at 6wk	434	£ 650.00	£ 282,100.00
A28	Achievement of accredited programme of atleast 45 GLH	1,058	£ 650.00	£ 687,700.00
P1 & P3	Progression into further learning, training or employment	808	£ 1,350.00	£ 1,090,800.00
M4	Project evaluation	-		
M11	Impact monitoring report (quarterly)	-		
M12	Service level agreement/contract in place	-		
				£ 3,558,067.00

Year 1: 2011													
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
S2									22	23	14	10	69
S21										22	45	37	104
S22										5	6	3	14
A28												14	14
P1 & P3												11	11
M4													-
M11													-
M12													-

Year 2: 2012													
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
S2	20	31	40	87	97	97	40	40	60	97	97	30	736
S21	24	31	50	75	127	189	194	142	80	100	157	194	1,363
S22	3	6	8	11	23	26	26	11	11	16	26	26	193
A28	15	10	7	14	17	23	57	63	63	25	25	35	354
P1 & P3	11	7	5	9	15	20	43	47	47	20	20	30	274
M4													-
M11													-
M12													-

Year 3: 2013													
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
S2	50	97	97	97	97	98	90	40	70	60	20	0	816
S21	127	80	147	194	194	199	195	188	130	110	130	80	1,774
S22	8	14	27	26	26	28	26	25	11	16	15	5	227
A28	63	63	18	30	63	63	63	63	60	55	69	80	690
P1 & P3	47	47	15	25	47	47	47	47	45	45	36	75	523
M4													-
M11													-
M12													-

Notes: What does this mean?		
Deliverable:	Description of outcomes	
S2	Participant assessment, planning & support	This figure, by month & year, represents the number of young people who will start the programme and no longer be NEET
S21	On programme payments - 6wk, 12wk...	This describes the average length of a young person's programme
S22	Vulnerable Groups on programme at 6wk	This describes the number of young people who are from a vulnerable group
A28	Achievement of accredited programme of atleast 45 GLH	This figure, by month and year, shows the number of young people who will achieve an appropriate qualification aimed at removing their barriers in accessing and progressing into further learning, training or employment.
P1 & P3	Progression into further learning, training or employment	This shows, by month and year the number of young people who will progress into further learning, training or employment.
M4	Project evaluation	N/A : Relates to project close
M11	Impact monitoring report (quarterly)	LCC meet with Skills Funding Agency
M12	Service level agreement/contract in place	All contracts are in place

