Lancashire County Council

Cabinet Committee on Performance Improvement

Friday, 4th October, 2013 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Agenda

Part 1 (Open to Press and Public)

No.	Item	
1.	**Apologies for Absence**	
2.	**Disclosure of Pecuniary and Non-Pecuniary Interests** 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.	**Minutes of the Meeting held on 14 June 2013**	(Pages 1 - 12)
4.	**Quarterly Corporate Performance Monitoring and Improvement - Quarter 1 Monitoring Report & Recovery Plans**	(Pages 13 - 22)
5.	**Progress on improving support for carers in Lancashire and the introduction of a Carers Break Fund**	(Pages 23 - 28)
6.	**Corporate Human Resources - Health Check Report**	(Pages 29 - 34)
7.	**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.	
8.	**Date of Next Meeting** The next meeting will take place on Thursday 28 November 2013 at 2.00pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston.	

Lancashire County Council

I M Fisher
County Secretary and Solicitor

County Hall
Preston

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Friday, 14th June, 2013 at 2.00 pm in The Diamond Jubilee Room (Formerly Cabinet Room 'B') - County Hall, Preston

Present:

County Councillor Jennifer Mein (Chair)

County Councillors

D Borrow	T Martin
M Tomlinson	B Winlow

1. Terms of Reference and Membership

Resolved: The Cabinet Committee on Performance Improvement noted:

i. the appointment of County Councillor J Mein as Chair of the Cabinet Committee for Performance Improvement for the 2013/14 municipal year.

ii. the membership of the Cabinet Committee for Performance Improvement for the 2013/14 municipal year as follows:

County Councillor Jennifer Mein, Leader of the County Council (Chair)
County Councillor David Borrow, Deputy Leader of the County Council

Relevant Cabinet Members will be invited to attend appropriate meetings as and when required to consider matters on the agenda that fall within their portfolio. The Cabinet Members shall be regarded as members of the Cabinet Committee for those meetings that they attend.

iii. the Terms of Reference of the Cabinet Committee for Performance Improvement for the 2013/14 municipal year.

2. Apologies for Absence

Apologies for absence were received from County Councillor Geoff Driver.

3. Disclosure of Pecuniary and Non Pecuniary Interests

None declared.

4. Minutes of the Meeting held on 16 April 2013

The minutes of the meeting held on 16 April 2013 were agreed as an accurate record.

5. Quarterly Corporate Performance Monitoring and Improvement - year end - Corporate Scorecard Report & Recovery Plans

The Quarterly Corporate Performance Monitoring and Improvement – Corpoarate Scorecard was presented. It was reported that monitoring revealed that 12 indicators missed their challenging year-end 2012/13 targets. Of these, 7 indicators have been highlighted as part of quarter 4 monitoring as not having met their year-end targets. Updates were provided on the 7 indicators as follows:

Reduce the proportion of pupils on free school meals in Year 1 who are persistently absent, from 9.7% to 9.2% for the Autumn term 2012

It was reported that the current performance for this indicator is 10.2 of FSM pupils were persistently absent in the Autumn term 2012

Reasons for the apparent underperformance:

Evidence from the data collected for the whole of academic years 2010/11 and 2011/12 shows that the number of pupils indicated as persistently absent in the Autumn term is not reflective of the annual total.

This is mainly due to raised levels of seasonal illness but also reflects the fact that many pupils who are identified as being "at risk" of persistent absence are effectively targeted for support and, as a result, their attendance improves markedly taking them out of this category.

Performance across the whole year

It was reported that by using data from the complete academic years of 2010/11 and 2011/12 it can be demonstrated that the percentage of year 1 pupils who were eligible for free school meals and who were persistently absent has fallen.

- Persistent absence fell for all groups (gender groups, Free School Meal, English as an Additional Language and Special Educational Needs).
- Overall persistent absence reduced from 4.9% in 10/11 to 3.4% in 11/12.
- Persistent absence for pupils known to be eligible for FSM fell from 12.6% (299 pupils) to 8.6% (224 pupils) from 10/11 to 11/12.

Actions being taken to put the indicator back on track:

It was reported that future targets will be developed using data across the whole academic year for 2012/13.

Increase the proportion of pupils achieving 5 GCSEs grades A*-C including English and maths from 60.1% to 61%.

It was reported that the current performance for this indicator is 59.9% of pupils attained 5 or more A*-C grades at GCSE including English and mathematics (5+A*C[EM])

Reasons for the apparent underperformance were reported as follows:

- Well-publicised unannounced changes to the grading of GCSE English papers took place in the summer 2012 exam season. This specifically affected the number of marks required to achieve a grade C pass in English, making this harder to achieve. 'Borderline' pupils were most affected including FSM pupils, those with Special Educational Needs at School Action stage, and boys.
- A further consequence of the changes to English marking particularly impacted those schools serving pupils with lower prior attainment, who were more likely to have 'borderline' attainment. The number of schools performing below 40% 5+A*CEM had fallen steadily from 19 in 2009 to 5 in 2011; the dip in English in 2012 increased this to 7 schools below 40% (only 3 of which had been below 40% in one or more previous years). Depending upon grading decisions this coming summer, the number of schools expected to remain below floor in 2013 will reduce to 4.
- According to validated national assessment data:
    - the proportion of pupils gaining 5+A*C[EM] in Lancashire remained significantly above the national average in 2012;
    - the proportion of pupils gaining 5+A*C without English and maths continued to rise in 2012, remaining significantly above the national average at 85%;
    - the proportion of pupils gaining an A*C pass in mathematics shows a significant three year upward trend, rising by 9% from being significantly low in 2010 to significantly above average for the last two years (the proportion gaining A*A grades in mathematics was significantly above average for the first time in 2012 at 20%);
    - the proportion of pupils gaining A*C passes in English dipped by 4% in 2012 to 70%, remaining significantly above average for the last 2 years, having been significantly low in 2010 (at A*A, English passes remained significantly above average, despite a slight dip to17%).
- The above data illustrate that improvement was seen in the previously relatively weaker area of maths, but this was masked by the dip in English.

Actions being taken to put the indicator back on track:

Various actions being taken were reported to the Committee including:

1. Continuation to provide support and challenge to all Secondary schools within the advisory School Service Guarantee through:
2. Provision of detailed data on progress and attainment to schools and advisers, with adviser training to ensure challenging target setting.
3. Identifying specific schools where attainment remains low and furthest from target in order to inform and direct the work of school advisers and to engage schools in appropriate support networks.
4. Advisers challenging schools to track progress towards target at least termly and to ensure appropriate intervention and support is in place,

making effective use of school resources and brokering in additional support as necessary, including from successful schools.
5. Highlighting, for senior leaders, the key messages underlying LA data and supporting the Secondary Headteachers' Association to analyse local datasets in order to facilitate school-to-school networking and support.

In addition:
1. Providing information on the attainment of KS4 pupils to District Children and Young People's Trusts where it is an area of concern so that additional support is targeted to meet pupils' needs.
2. Providing consultant support to schools with higher levels of persistent absence to improve the attendance of vulnerable pupils.
3. Providing bespoke support for schools in challenging circumstances where attainment is low, including:

    - support for small group or 1/1 tuition.
    - support for mathematics revision classes.
    - "masterclasses" in mathematics.

4. Provision of subject-specific training for teachers and support in mathematics and English with a strong focus on maximising pupil progress, ensuring in-school support for teachers in schools causing concern.
5. Sharing expertise from highly effective schools through the use of local support networks in English and mathematics

Increase the proportion of pupils eligible for free school meals achieving 5 GCSEs grades A*-C including English and maths from 29.9% to 32%.

It was reported that the performance of this indicator is currently 30.2% of FSM pupils attained 5 or more A*-C grades at GCSE including English and mathematics.

Reasons for the apparent underperformance were reported as follows:

- Well-publicised unannounced changes to the grading of GCSE English papers took place in the summer 2012 exam season. This specifically affected the number of marks required to achieve a grade C pass in English, making this harder to achieve. 'Borderline' pupils were therefore most affected: FSM pupils, those with Special Educational Needs at School Action stage, and boys.
- According to unvalidated RAISE online national data:
  > 49% of FSM pupils made expected progress in English, down 4% as for non FSM,
  > 47% of FSM pupils made expected progress in maths, up 10% compared to 6% non FSM
- The above suggests that improvement was seen in the relatively weaker area of maths, but this was masked by the dip in English.

- As highlighted by the Sept 2012 national Ofsted survey report "The Pupil Premium", some schools have not disaggregated the Pupil Premium from their main budget, and have been using the funding to maintain or enhance existing provision rather than to put in place new activity. The focus on the impact of Pupil Premium in the new OfSTED Inspection Framework has resulted in changes to schools' approach to using the funding.
- In some schools there has been insufficient focus on monitoring and evaluating interventions to improve pupil progress so the most effective interventions are used.
- It should be noted that national data is no longer provided for pupils currently eligible for FSM, moving to the 'ever 6' measure of pupils who have been eligible at any point in the last 6 years (with an associated increase in the funding from September 2012); this makes year-on-year comparison between 2011 and 2012 difficult.

Actions being taken to put the indicator back on track:

It was reported that to put the action back on track the service will continue to provide support and challenge to all Secondary schools within the advisory School Service Guarantee through:

1. Provision of detailed data on the progress and attainment of FSM pupils to schools and advisers, with adviser training to ensure challenging target setting.
2. Identifying specific schools where the greatest proportion of FSM pupils attend and where attainment and progress for these pupils remains low in order to inform and direct the work of school advisers and to engage schools in local support networks.
3. Advisers challenging schools to track FSM pupil progress at least termly and to ensure appropriate intervention and support is in place, making effective use of the Pupil Premium and brokering in additional support as necessary, including from successful schools.
4. Highlighting, for senior leaders, the key messages from national research into underlying barriers and effective support for FSM pupils and Children Looked After, sharing effective practice locally through a Pupil Premium conference

In addition:
1. Providing information on the attainment of FSM pupils to District Children and Young People's Trusts where it is an area of concern so that additional support for socially disadvantaged pupils is targeted to meet their needs.
2. Providing consultant support to schools with higher levels of persistent absence to improve the attendance of vulnerable pupils.
3. Providing bespoke support for schools in challenging circumstances where the attainment of FSM is low, including:

    - support for small group or 1/1 tuition.

- support for mathematics revision classes
- "masterclasses" in mathematics

4. Provision of subject-specific training for teachers and support in mathematics and English with a strong focus on maximising pupil progress, ensuring in-school support for teachers in schools causing concern.
5. Sharing expertise from highly effective schools through the use of local support networks in English and mathematics.

Improve the proportion of children in care placed with adopters within 12 months of the placement order being granted from 75% to 83%.

It was reported that the current performance for this indicator is currently 76.2% for 2012/13 (it was 65% in 2011/12).

Reasons for the apparent underperformance were reported as follows:

There is a national shortfall of adopter households, this is reflected locally. There are currently in excess of 4000 children nationally waiting to be placed with adoptive families.

In the year 2011/2012 a total of 2,536 children were referred to the National Adoption Register from England and 200 from Wales – an increase of 325 on the previous year. The number of adopters referred decreased by 19% on the previous year and fell below 400 for the first time since the Register began 7 years ago.

On a regional basis there is currently a shortfall of 405 adopter families. This represents an increased shortfall on previous years. On 4 March 2013 there were 685 children available for adoption in the North West region. Of the 685 children 262 had been waiting for more than 12 months for a placement and since the Placement Order was granted.

Overall in Lancashire the Children Looked After (CLA) rate is rising and has risen from 1264 in 2009 to 1492 in May 2013. In the period of 2009 – October 2012 the adoption rate rose from 7.4% to 8.6%, meaning that more children than ever are being adopted from a rising care population. Over the course of 2011/12 a total of 78 children have been placed for adoption, an increase on 14 from 2010/11.

The level of resources available to the adoption service has remained the same and therefore family finding activity has not been able to respond to the increase level of service need and this has caused delay in executing the adoption placement process. Together with this there are delays in the court and placement order, issues have been identified and will be addressed through the Adoption Round Table meeting and indeed the Central Care Proceedings team – please see action plan below. The Adoption Reform grant of £1.96m (net), received in the Financial Year 2013/14, will assist in allowing resources to pump prime and reconfigure the service.

Together with the above Lancashire take a stance that all children, no matter what age, identified for permanence deserve a chance for adoption. Whilst morally and ethically this reflects good practice this does however mean that resources are invested searching for adoptive households for children who it will not be possible to place for adoption. In 2011/12 adoption care plans were agreed for 129 children, 30 of which (23.3%) were subsequently revoked after unsuccessful family finding activity.

Actions being taken to put the indicator back on track:

It was reported that the functions and resources in the adoption service are currently under review. Due to additional funding from the government agreements have been reached to increase capacity in the short, medium and long term. This will be informed on business planning for the next 2 years in line with the Adoption Reform Programme (ARP) and associated grant funding - Adoption Reform Grant (ARG).

Ensure recruitment is targeted effectively to reflect the needs of children in Lancashire with a proposed care plan of adoption.

A Review of the marketing strategy and funding additional activity for the recruitment of adopters, including an out of hours enquiry line, utilising the ARG is being implemented.

The service will participate in regional recruitment and marketing activity with neighbouring authorities and voluntary adoption agencies.

The service has prepared a tendering specification to secure the assessment of additional adopter households in the event that it is required in line with the enhanced level of marketing activity.

The service will ensure assessments of adopters are undertaken within the current timescale of 8 months and the anticipated revised timescale of 6 months and the 2 stage process; to be introduced on 1st July 2013.

In conjunction with the Fostering Service the service will review and further develop the concurrent placement project. The service will also consider the implications of the proposed "Fostering to Adopt" model and plan for implementation – the project is on target to recruit a total of 15 households by 2014/15.

In conjunction with colleagues from Children's Social Care a Central Care Proceedings team has been introduced to achieve effective and timely care planning for adoption and inform recruitment activity, particularly for those children it can be anticipated may be hard to place.

For the Adoption service to participate in the multi-agency Adoption Round Table Forum and work collaboratively with colleagues to ensure a multi agency approach to the care planning and adoption process; improvement is reliant upon a collective response.

The following three performance indicators, are all collected annually from the Adult Social Care Survey and were considered collectively:

Increase the number of people reporting 'a positive feeling' about their quality of life by 5%.

Increase the proportion of people who use services and carers who find it easy to find information about services by 5%.

Increase the proportion of people who use services who say that those services have made them feel safe and secure by 3%.

The targets / current performance for these indicators were reported as follows:

Year end target:	**Current performance:**
• Increase the number of people reporting 'a positive feeling' about their quality of life by 5%, i.e. from 19.2 to **20.2**	**19** (out of a possible 24)
• Increase the proportion of people who use services and carers who find it easy to find information about services by 5%, i.e. from 74.7% to **78.4%**	**73.1%** (service users only – this was the basis of the target setting); 72.6% when carers are included.
• Increase the proportion of people who use services who say that those services have made them feel safe and secure by 3%, i.e. from 70.4% to **72.5%**	**71.8%**

Reasons for the apparent underperformance were reported as follows:

The measures are collected from two surveys:

- a survey of adult social care service users which takes place in January to March each year.
- a survey of carers which takes place every two years (with the first survey being completed in November 2012).

The data from these surveys need to be compared to national data to show whether the trend in Lancashire is different to the rest of the country, or whether there is a downturn in reported outcomes across the country. National data for both surveys should be available in summer 2013.

Each measure is compiled from one or more questions in the adult social care survey or the carer survey as follows:

Quality of Life indicator

This is a composite measure using responses from the Adult Social Care Survey covering 8 domains:

- Control: Which of the following statements describes how much control you have over your daily life (range indicating total control to very little/none)
- Personal Care: Thinking about keeping clean and presentable in appearance, which of the following statements best describes your situation?
- Food and Nutrition: Thinking about the food and drink you get, which of the following statements best describes your situation?
- Accommodation: Which of the following statements best describes how clean and comfortable your home/care home is?
- Safety: Which of the following statements best describes how safe you feel?
- Social Participation: Thinking about how much contact you've had with people you like, which of the following statements best describes your social situation?
- Occupation: Which of the following statements best describes how you spend your time?
- Dignity: Which of the following statements best describes how the way you are helped and treated makes you think and feel about yourself?

Each of these questions has four possible answers, which are equated with having:

- no unmet needs in a specific life area or domain (the ideal state);
- needs adequately met;
- some needs met, and;
- no needs met.

People who use services and their carers who find it easy to find information when needed:

This measure is comprised of a combination of questions in the Adult Social Care Survey and Carers Survey.

The question from the Adult Social Care Survey is "In the past year, have you generally found it easy or difficult to find information and advice about support, services or benefits?" to which the following answers are possible:

- Very easy to find
- Fairly easy to find
- Fairly difficult to find
- Very difficult to find
- I have not tried to find information or advice in the last 12 months

This portion of the measure is defined by determining the percentage of all those responding who select the response “very easy to find” and “fairly easy to find”.

The relevant question drawn from the Carers Survey is “In the last 12 months, have you found it easy or difficult to find information and advice about support, services or benefits? Please include information and advice from different sources, such as voluntary organisations and private agencies as well as Social Services”. The following answers are possible:

- Very easy to find
- Fairly easy to find
- Fairly difficult to find
- Very difficult to find
- I have not tried to find information or advice in the last 12 months

This portion of the measure is defined by determining the percentage of all those responding who select the response “very easy to find” and “fairly easy to find”.

People who use services who say that those services have made them feel safe and secure:

This is taken from the Adult Social Care Survey, and the question is: “Do care and support services help you in feeling safe?” to which a simple 'yes' or 'no' option is given.

A comparative data table showing Lancashire's performance compared to the England average and other North West Authorities (using date from the 2011/12 adult social care survey which is the latest available) was presented to the Committee as circulated**.**

Actions being taken to put the indicator back on track:

It was reported that various actions have been put in place to put the indicator back on track including:

- The re-launch of Self Directed Support which is being managed by a programme board.
- Work is being done to look at how the County Council can best provide Information and Advice about self directed support to the public and other professionals.
- The concept of 'time to think' has been introduced to prevent people being asked to make decisions about how their long term needs will be met, whilst they are experiencing or recovering from an illness or trauma.
- A network of community organisations who are able to support people to plan is being developed.
- Streamlining of systems and making information available to everyone so that those people who wish to develop their own support plans have information and guidance available.

- Re-launch of the Direct Payments work stream to increase the take up of Direct Payments, including reviewing policies, procedures and guidance.

Resolved: The Cabinet Committee on Performance Improvement noted the performance against the corporate scorecard for quarter 4 and endorsed the 5 Recovery Plans provided at Appendix 'A' to the report.

6. Urgent Business

None.

7. Date of Next Meeting

The next meeting of the Cabinet Committee on Performance Improvement will be held on 4 October 2013.

I M Fisher
County Secretary and Solicitor

County Hall
Preston

Agenda Item 4

Cabinet Committee for Performance Improvement
Meeting to be held on 4 October 2013

Electoral Division affected: All

Quarterly Corporate Performance Monitoring and Improvement – Quarter 1 2013/14 Report
(Appendix 'A ' refers)

Contact for further information:
Michael Walder, 01772 533637, Corporate Policy and Performance Team,
Michael.Walder@lancashire.gov.uk

Executive Summary

Corporate Performance Monitoring for quarter 1 2013/14 (April 2013 – June 2013) details that 85% of the total number of Directorate Key Performance Indicators reported across each of their quarter 1 Quality of Service Reports are performing well and/or are on track to meet targets.

Monitoring also reveals the need for 2 indicators to be highlighted to the committee for further information, explanation and examination. These indicators are:

- Debtor payments - Average days taken to receive payments
- Number of Carers receiving assessments & reviews

A Recovery Plan is provided at Appendix A for the 'Debtor Payments' measure and an update/progress report is at Item 5 – Improving Support for Carers which relates to the 'Number of Carers receiving assessments and reviews measure' (as performance against this indicator has been subject to several previous recovery plans and reports to this committee).

Recommendation

The Cabinet Committee on Performance Improvement are asked to:

(i) Comment on the reported performance for quarter 1, and;
(ii) Review, comment and advise on the Recovery Plan provided at Appendix 'A'.

Background and Advice

Corporate performance has previously been reported against a suite of measure which best represents and monitor the County Council's delivery of the objectives and priorities in our Corporate Strategy – known as the corporate scorecard.

Lancashire County Council

The previous corporate strategy had a timescale up to April 2013 and although a new 'Strategic Direction' document was recently endorsed and agreed at Cabinet (meeting of 5 September 2013) additional details in relation to specific performance measures have yet to be detailed and are currently being developed.

However in continuing to undertake regular corporate monitoring of performance across the authority as a whole, and produce quarterly reports and analysis of corporate performance, other arrangements have been implemented.

Each directorate now produces a quarterly Quality of Service report which gives an overview of performance against agreed headings and parameters. In addition to monitoring and providing progress updates against budgets, projects and other future developments, each directorate Quality of Service report gives details of performance against the directorate's Key Performance Indicators for that quarter. This amalgamated suite of indicators for quarter 1 has been used to provide a corporate - overview of - performance report.

Monitoring across these quarter 1 indicators reveals 85% are performing well and/or are on track to meet targets and 2 indicators are highlighted to the committee for further examination. These 2 indicators being:

- Debtor payments - Average days taken to receive payments
- Number of Carers receiving assessments & reviews

A Recovery Plan is provided at Appendix A for the 'Debtor Payments' measure and an update/progress report is at Item 5 – Improving Support for Carers which relates to the 'Number of Carers receiving assessments and reviews measure' (as performance against this indicator has been subject to several previous recovery plans and reports to this committee).

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	14 June 2013	Michael Walder, Corporate Policy & Performance Team, 01772 533637
Report to the Cabinet Committee on Performance Improvement – 'Quarterly Corporate Performance Monitoring Report - Corporate Scorecard	26 February 2013	Michael Walder, Corporate Policy & Performance Team, 01772 533637.
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

N/A

Appendix 'A'

Performance Indicator Recovery Plan

Performance Indicator Description: Average Days Taken to Receive Payment	
Year End Target Within Commercial Norm (45 to 60 days)	**Current Performance** 55 days (April to June 2013)

Introduction

Approximately **200,000+** debtor invoices are raised on behalf of the County Council each year and this volume has remained constant for at least the past 3 years. The value of these debtor accounts has also remained fairly constant over this period with an average value of **£300m** per annum being invoiced.

Debt is treated in 2 distinct elements ;

- **Care Debt** - debt which has been raised in respect of the provision of social care.
- **Corporate Debt** - all other debt of the council.

The commercial norm is to receive payment for outstanding debt between 45 and 60 days. Lancashire's performance is currently at 55 days and therefore although performance has deteriorated over the past 2 years, recovery times remain within the commercial norm.

Care Debt

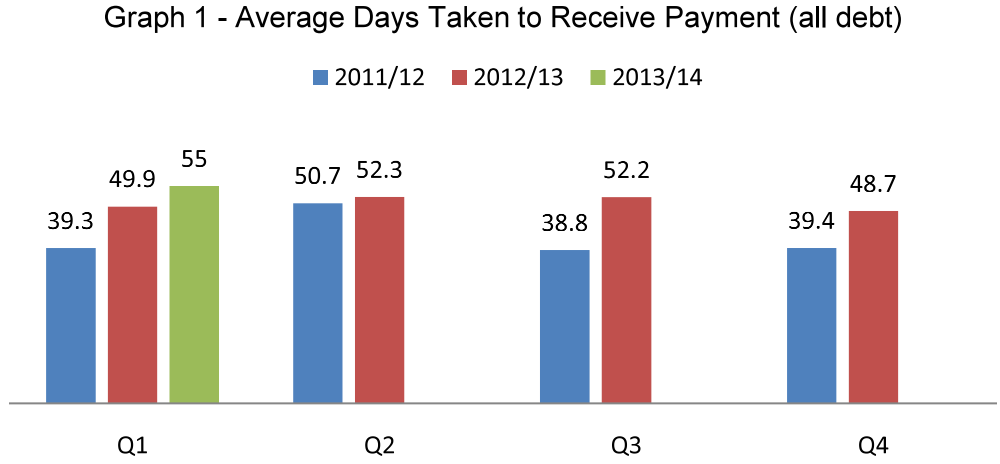
Although 'care debt' only makes up approximately 20% of the value of the 'total debt raised per annum' it consists of approximately 80% of the total number of invoices. It is care debt which is the most difficult debt to recover due to the volumes and the sensitive nature of the debt and although the volume of care debt has increased, the level of outstanding care debt more than 180 days old is only 2.6% of the total income raised and this is within an accepted commercial norm.

Non- Care Debt

For non-care debt, the average recovery time is 49 days which is well within the commercial norm. As non-care debt accounts for over 80% of the value of debt that the County Council recovers this means that most of the County Council's debt is recovered well within the commercial norm.

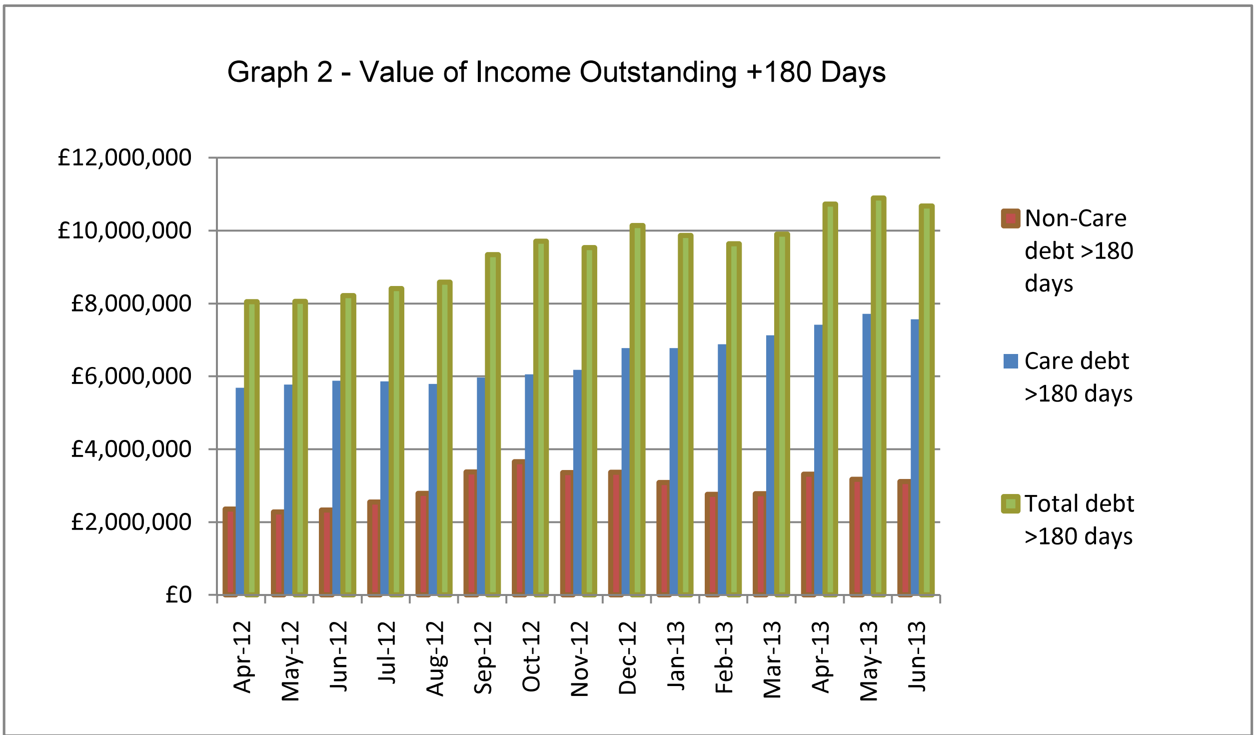
Why is this indicator under-performing?

Whilst current performance is within the commercial norm there has been deterioration in performance over recent years and a review is considered appropriate to establish what measures can be taken to stop any further deterioration and improve on the position. An analysis of performance is set out in Graph 1 below;



The indicator provides a very basic measure of the average payment period for invoiced income. It converts the value (£) of outstanding invoices at the end of each month (the debtor balance) into an equivalent number of collection days based on the average daily collection rate being achieved. This is an accepted methodology.

An analysis of income outstanding for more than 180 days has been carried out to illustrate how debt is increasing and this is set out below in Graph 2.



The graph above shows that the increase in the value of debt older than 180 days predominantly relates to care debt. The rate of non-care arrears is relatively stable at between £2.5m and £3.5m which equates to approximately 1.3% of the total value of the non care debt raised per annum. This level has been constant over the past 4 years (though it has been subject to 'problem spikes' usually as a result of external forces such as the recent transfer of PCT's to CCG's).

The level of care debt has increased over recent years and this can be directly linked to a change in policy in April 2010 which saw residential care providers being paid at the gross amount and the County Council becoming responsible for collecting the client contribution. Prior to this, care homes were paid the net amount and had to recover the client contribution themselves. The direct outcome has been a significant increase in the value and volume of invoices being raised by the County Council and subsequently an increase in debt levels. This in turn has impacted on the performance indicator. It is however worth noting that the level of outstanding care debt more than 180 days old is equivalent to 2.6% of the total care debt in any one year and this is well within an accepted commercial norm.

A new invoice is raised every month to each service user and there are currently 35,000 invoices in the system relating to 8,500 clients. Each invoice not paid within 35 days automatically becomes an outstanding invoice.

Care debt is more difficult to recover as it involves vulnerable people. In some instances the recovery of care debt is dependent upon the sale of a property and this can significantly increase the length of time it takes to recover the debt. The majority of these cases are managed by the County Council's legal department.

What actions are required to put it back on track? What action will be taken?

It is clearly in the interests of the County Council to ensure income due for chargeable services is realised at the earliest opportunity, not only to aid cash flow but to minimise the resources consumed in collection activity and reduce the risk of non-payment escalating into bad debt and the need for subsequent write off.

Although recovery times are within the commercial norm there are a number of actions that can be taken to improve this further and these actions may also impact on the more difficult to collect care debt. The actions outlined below feature within the County Treasurer's 2013/14 Business Plan and centre on the implementation of a Debt Management Strategy explicitly targeted at maximising the volume and value of income recovered within 30 days. Delivering against this objective will reduce both the average payment period and the value of invoices +180 days whilst simultaneously reducing the volume of outstanding invoices;

1. **The development and implementation of an updated Income and Debt Management Policy,** to be effective from January 2014 which;-
    - Incorporates elements of commercial best practice appropriate to local authority circumstances (credit checks, payment in advance, timely invoicing, regular monitoring, swift remedial action, cessation of discretionary services)
    - Recognises the discrete types of debt which face LCC and targets effort and resources specifically and effectively at their underlying causes in an effort to ensure debt is raised appropriately in the first instance.
    - Improved management information which shows a more accurate position of unsecured debt and taking into account external factors that cannot be influenced by the County Council, i.e. the time it takes to settle deceased estates. This is particularly important for care debt.
    - Provides a clear framework for effective income and debt management which educates service departments about the actions they should be taking locally to minimise the number of invoices which turn into debts in the first place. Best practice includes securing payment up front and ceasing to provide further discretionary services to clients who are in arrears.
    - Incorporates a fully revised and updated debt recovery and write off procedure

2. **Debt Collection**

A number of actions are being taken to improve debt collection times including;

- Re-tendering of the County Council's Debt Collection Services which is due to go live in December 2013. The contract is designed to operate in a competitive environment rewarding collection success and developing added value through a collaborative partnership approach with our internal Debt Team.
- Consideration of paperless direct debits as a means to secure direct debit payment agreements immediately (whilst in discussion with the debtor by phone) thus removing the opportunity for default associated with the current requirement to exchange paperwork by post.

3. **Reporting**
   Reporting information from the Oracle 12 system could be improved which will enable more effective recording and reporting of outstanding debt for follow up. Key reporting weakness that have been identified and which will be addressed are;-

   - Accurate and up to date information at business unit level and at client level
   - Report of debt at strategic levels in the organisation.
   - Streamlined mechanism for reporting debt at client level. The current process is inefficient and focusses on individual invoices rather than grouping at individual debtor level.

4. **Educating Budget Holders on their responsibilities of effective income management**
   Work is underway with budget holders that sets out their responsibilities in relation to income and debt management. Budget holders will be asked to consider where debt occurs, if there are alternatives to reduce debt, i.e. direct debit or on-line payments and to monitor debt levels as part of their monthly monitoring process. A review of the write off process is also being carried out to speed up the write off process should debt be deemed to be irrecoverable or uneconomical to pursue.

   True local accountability for effective income management is dependent upon the availability of appropriate information at business unit level. Efforts to increase awareness and ownership of debt by individual budget holders will need to focus on making income management part of the normal budget monitoring cycle.

5. **Partnership working with the Benefits Assessment Team**
   There are steps within the current assessment process which appear to exacerbate the level of outstanding care debt. For example, the criteria used to assess whether a client is eligible to pay for their care does not take into account the level of 'other debts' the client currently has. This may result in an inaccurate position of affordability being made and subsequently invoices being raised which the client is just 'not able' to pay and which eventually get written off. Other Local Authorities have fairly recently changed the criteria against which they assess clients and this will be considered as part of the review.

6. **Utilising the legislative powers available to Local Authorities to recover debt**
   Some debts prove extremely difficult to collect and it is in the interests of the County Council to use the legislative powers available to best effect. Discussions are under way with other local authorities on their experiences of using the powers available (including section 423 of the Insolvency Act where clients have deprived themselves of capital by giving away assets). Findings will inform a review of the number and type of cases currently being taken forward for action by LCC Legal Services and the rate of collection success being achieved.

Cabinet Committee for Performance Improvement
Meeting to be held on 4 October 2013

Electoral Division affected: All

Progress on improving support for carers in Lancashire and the introduction of a Carers Break Fund

Contact for further information:
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Executive Summary

During 2012 there were four reports to the Cabinet Committee relating to assessments, reviews and short break services for carers. These reports have included:

- The issues relating to formally assessing and reviewing carers, including concerns about the timing of reviews which prompted action to investigate replacing the existing short breaks voucher scheme with a carers' break fund.
- The link between the introduction of a carers' break fund and the implementation of the new Adult Social Care IT system.
- The agreement to undertake a pilot to establish whether a carers' break fund would be well received by carers, and ensure the new IT system could facilitate the scheme.
- A pilot to see whether Carers Centres could offer to fulfil the statutory obligation to undertake carer assessments,

This report provides an update on:

- the success of the carers' assessment pilot in Carers Centres and proposals for implementation across the county
- learning and practice development initiatives
- the pilot of the carers' break fund
- comprehensive performance monitoring plans

Recommendation

The Cabinet Committee on Performance Improvement is asked to note the report and to continue to support the long term actions.

Background and Advice

In order to achieve the Adult Social Care priority of providing better support to carers, a target was set to increase the number of carers receiving a formal assessment or review in 2011/12 by 5% and in 2012/13 by 2%. In February 2012 a recovery plan was presented to the Cabinet Committee for Performance Improvement (CCPI) as performance was not on target. The report highlighted that carer reviews are

Lancashire County Council

primarily associated with the provision of short break respite vouchers and review activity peaks in the first and last quarter of each year, when updated vouchers are requested and produced. Discussion took place at the CCPI meeting around distributing the number of reviews required more evenly throughout the year, to avoid the additional demands on teams in the first and last quarter of each year.

In October 2012, an update report to CCPI gave details about the proposal for a scheme which could replace current short break respite vouchers: a "carers' break fund". This fund would give carers more choice about the type of support they could purchase, and allow for more accurate monitoring of spend. It would also remove the need to print and issue vouchers at the beginning of each financial year, and enable review activity to be better planned. Concerns were raised at CCPI about the length of time it would take to introduce the fund, as it was dependent on the introduction of new IT systems.

In November 2012, a further report to CCPI clarified the timescales for the introduction of the new IT system, and gave full details of the proposed pilot scheme for the carers' break fund.

The number of carers being formally assessed or reviewed by social care teams decreased from 2011/12 to 2012/13. However, in the same period the number of carers supported by Carers Centres increased:

- In 2011/12 there were 6,998 carers formally assessed or reviewed by social care teams, and in 2012/13 there were 6,165 (a decrease of 12%).
- This equates to 66.5 per 10,000 population aged 18 or over and Lancashire's performance in 2012/13 was higher than the North West average (61.9 per 10,000 population).
- In 2011/12 there were 11,736 carers supported in carer centres, rising to 13,672 in 2012/13 (an increase of 16.5%).

Actions

<u>Carers Assessments</u>

In line with other authorities, Lancashire is looking to involve Carers Centres in carer's assessments. Whilst Local authorities have a statutory duty to undertake carers assessments, authorities can choose to contract with a 'trusted assessor'. Trusted assessors are able to undertake carer's assessments, identifying universal support but make any recommendation for formal service to the authority for 'sign off'.

This approach has been seen to have a number of benefits for carers:

- signposting carers to local universal services/facilities. Carer specific organisations have up to date knowledge of the local support available that they are able to signpost carers to.
- offer carers the support that carers centres themselves provide, such as Peace of Mind 4 Carers, sitting in service, courses, support groups.
- increased carer satisfaction with the assessment process.
- carers may feel more comfortable and more open 'telling their story' with a carers centre worker than with a social worker.

- increased choice around who would undertake their carers assessment.

A pilot took place in 2012 in North and Central Lancashire which offered carers who wanted a separate assessment the opportunity to have their assessment undertaken by a Carers Centre. The pilot project successfully met the initial aims and the outcomes for carers. Feedback received from carers, social workers and the workers undertaking the assessments as part of the pilot was positive. It was clear from the experiences and evidence gathered that there was a good case for rolling out the project across the county. As a result, it was agreed by ACS Senior Management Team that carers' assessments by Carers Centres should be implemented across the county. The plan is to have all Carers Centres undertaking assessments by the end of October 2013.

- On average, there are 166 new referrals a month to Carers Centres, 88% of which are people referring themselves or via Help Direct or Health.
- Peace of Mind 4 Carers, referred to above, is a service that provides cover for people's caring responsibilities in the event of an emergency. There were 3,178 carers with a plan in place in 2011/12, rising to 3,885 in 2012/13.

Practise Development

Practise development within Personal Social Care is delivered by Advanced Practitioners who supervise staff and identify learning opportunities to facilitate continuous professional developments.

Recent emphasis on carers in practise development means practise issues relating to carers will be highlighted and staff signposted to appropriate training courses. Examples of good practise will also be shared through the staff newsletter – Change Matters.

A new e learning course has recently been developed and circulated to staff. The objectives of the course are to provide easily accessible refresher training for all staff within LCC and for external organisations. A review of other learning options is being taken up by the County Learning and Development Group and at the County Advanced Practitioners Meeting.

Carers Break Fund

A proposal to replace the current short break voucher scheme with a carers break fund was presented to the Cabinet Committee for Performance Improvement on 12 October 2012. The carers break fund provides carers with more choice than traditional services, and the fund is not limited to a financial year. This gives more flexibility to carers when planning their services, and removes the need for reviews of carers to take place around March or April each year.

There have been delays in setting up the carers' break fund pilot. The new IT system for Adult Social Care needs to be able to accommodate the scheme and it has taken time to establish how the scheme may work in the new system. A small group of volunteer carers identified by Carers Centres from across the county will be issued with pre-payment cards to use instead of their unused vouchers up to March 2014. This pilot will test out the "fund" and its impact upon respite for carers and inform future delivery of more varied respite provision. The roll out of the pilot will be dependent upon a procurement process for the additional pre-payment cards for carers. The pilot and issuing vouchers will continue until the procurement process is completed.

Performance Management Sub-Group

A Carers Performance Group has recently been set up as a sub group of the Social Care Performance Management Group to monitor the progress of the above actions. Performance data relating to formal assessments and reviews of carers and services provided is routinely collected from the local authority social care information system (ISSIS). However, this is an incomplete picture of Lancashire performance as support for a high number of carers is managed by the carers centres, whose data are restricted because of their charitable status. The Carers Performance Group will be utilising both sources of data, along with comparable information from other authorities, to ensure that progress in supporting Lancashire's carers is well monitored.

Consultations
N/A

Risk management

Risk associated with the actions will be monitored by the Carers Performance Group

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Report to the Cabinet Committee for Performance Improvement – Number of carers receiving assessments or reviews in the year.	21 February 2012	Andy Milroy, Office of the Chief Executive, (01772) 534261
Report to the Cabinet Committee for Performance Improvement – Optimising the review process for carers.	31st May 2012	Andy Milroy, Office of the Chief Executive, (01772) 534261
Report to the Cabinet Committee for Performance Improvement – Progress on the proposal for a Carers Break Fund	12 October 2012	Andy Milroy, Office of the Chief Executive, (01772) 534261
Report to the Cabinet Committee for Performance Improvement – Progress on the proposal for a Carers Break Fund	22nd November 2012	Andy Milroy, Office of the Chief Executive, (01772) 534261

Reason for inclusion in Part II, if appropriate

N/A

Cabinet Committee for Performance Improvement
Meeting to be held on 4 October 2013

Electoral Division affected: All

Corporate Human Resources – Health Check Report
(Appendix 'A ' refers)

Contact for further information:
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Executive Summary

This Corporate Human Resources 'Health Check' report provides information across the authority against key metrics regarding workforce information for 2012/13 and part year for 2013/14.

The Corporate Human Resources key metrics regularly monitored and reported against include; the numbers of starters and leavers; reasons for leaving; secondment and redeployment activity; vacancy numbers and recruitment costs.

The data highlights that:

- More employees are leaving the organisation that starting
- Year on year spend on advertising costs is continuing to reduce

Recommendation

The Cabinet Committee on Performance Improvement are asked to comment on, and note, the content of the report and Appendix 'A'.

Background and Advice

The Human Resource, Payroll and Pension Service of One Connect Limited (OCL), provide a weekly Human Resources' Health Check report to the County Council that provides a high level stock take of key human resource activity within the Council. This report expands on that information and provides a summary for the period 2012/13 and part year for 2013/14. The detailed information is shown at Appendix 'A'.

The data shows that the number of leavers during the first five months of 2013/14 indicates that the estimated projected numbers of leavers in 2013/14 (1393) will be slightly less when compared to the figures for 2012/13 (1408).

Currently the estimated projected number of voluntary redundancy leavers in 2013/14 (103) is less when compared with the voluntary redundancy leavers in 2012/13 (140). However, it should be noted that this is likely to be affected by organisational change initiatives taking place during the remainder of the year.

Dismissals include dismissals for conduct, capability and sickness absence and the estimated projected figures for 2013/14 show a downward trend when compared with 2012/13.

There were more leavers than starters in 2012/13 and this trend looks set to continue in 2013/14 as organisational changes continue to take place.

The data provides combined detail on both the number of adverts placed both internally and externally, and the number of positions advertised, as some adverts include multiple positions. Requests for external recruitment advertising are submitted to the Director of Human Resource, Payroll and Pension for a decision. Whilst the number of adverts has decreased in Q1 2013/14 compared with the same period in 2013/14, the number of positions advertised has increased.

The cost of recruitment advertising has decreased significantly since 2010/11 and is continuing on a downward trend.

Consultations

Not applicable.

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	Author
N/A		

Reason for inclusion in Part II, if appropriate

N/A

HUMAN RESOURCE HEALTH CHECK

1. Starters/Leavers

	2012/13		2013/14	
	Starters	Leavers	Starters	Leavers
	Total	Total	Q1	Q1
ACS	179	296	39	72
County Treasurer	2	15	0	3
CYP	320	271	86	55
Environment	27	125	2	32
LCCG	321	536	57	123
OCE	121	24	12	4
OCL	180	141	45	41
TOTAL	**1150**	**1408**	**241**	**330**

2. Reasons for Leaving

[Note: 'Dismissal' can be for performance, conduct or related to poor attendance; 'Retirement – Other' can be normal retirement or retirement aged 60 and over; 'Other' can include mutually agreed termination and TUPE transfers out of LCC]

	Deceased	Dismissal	End of FTC	Redundancy - Compulsory	Redundancy - Voluntary	Ill Health Retirement	Retirement - other	Resignation - Voluntary	Other	TOTAL
	2012/13									
ACS	8	26	8	2	21	14	36	159	22	296
County Treasurer	0	0	4	0	7	0	0	4	0	15
CYP	3	16	17	5	39	4	37	127	23	271
Environment	2	12	10	0	27	3	25	37	9	125
LCCG	9	30	11	1	29	3	73	320	60	536
OCE	0	1	3	0	2	0	0	17	1	24
OCL	0	15	23	0	15	1	8	66	13	141
TOTAL	**22**	**100**	**76**	**8**	**140**	**25**	**179**	**730**	**128**	**1408**

	Deceased	Dismissal	End of FTC	Redundancy - Compulsory	Redundancy - Voluntary	Ill Health Retirement	Retirement - other	Resignation - Voluntary	Other	TOTAL
	2013/14 (Q1)									
ACS	2	8	3	1	2	3	17	31	5	72
County Treasurer	0	0	0	0	3	0	0	0	0	3
CYP	2	5	9	0	6	2	2	26	3	55
Environment	0	4	0	0	7	1	5	13	2	32
LCCG	0	5	5	1	2	4	18	81	7	123
OCE	1	0	0	0	1	0	0	2	0	4
OCL	0	3	7	0	3	0	1	25	2	41
TOTAL	**5**	**25**	**24**	**2**	**24**	**10**	**43**	**178**	**19**	**330**
Estimated projected figure 2013/14	**20**	**100**	**96**	**8**	**96**	**40**	**172**	**712**	**76**	**1320**

3. Number of employees on the Redeployment List

	2012/13					2013/14
	Q1	Q2	Q3	Q4	Total	Q1
ACS	4	8	5	9	**26**	4
County Treasurer	0	0	0	0	**0**	0
CYP	4	0	4	1	**9**	19
Environment	0	0	2	0	**2**	16
LCCG	5	8	3	3	**19**	7
OCE	1	0	1	1	**3**	3
OCL	10	25	11	8	**54**	15
TOTAL	**24**	**41**	**26**	**22**	**113**	**64**

4. Average time on Redeployment List (in weeks)

2012/13	2013/14 Q1
12.39 weeks	10.9 weeks

5. Number of assignments from Redeployment List

	2012/13					2013/14
	Q1	Q2	Q3	Q4	Total	Q1
TOTAL	**16**	**25**	**18**	**31**	**90**	**23**

6. Vacancies (number of advertisements)

	2012/13					2013/14
	Q1	Q2	Q3	Q4	Total	Q1
ACS	157	149	159	147	**612**	91
County Treasurer	2	0	0	13	**15**	2
CYP	93	124	116	269	**602**	97
Environment	16	8	0	12	**36**	19
LCCG	133	137	86	160	**516**	121
OCE	38	40	13	21	**112**	3
OCL	0	39	18	41	**98**	60
TOTAL	**439**	**497**	**392**	**663**	**1991**	**393**

[Note: This includes the number of vacancies advertised, both internally and externally but does not contain schools' based posts].

7. Vacancies (number of positions advertised)

	2012/13					2013/14
	Q1	Q2	Q3	Q4	Total	Q1
ACS	166	203	214	163	**746**	195
County Treasurer	2	0	0	13	**15**	3
CYP	127	155	190	412	**884**	183
Environment	18	16	4	9	**47**	32
LCCG	185	250	283	425	**1143**	287
OCE	47	51	32	24	**154**	11
OCL	2	41	43	84	**170**	114
Other	0	34	0	0	34	2
TOTAL	**547**	**750**	**766**	**1130**	**3193**	**827**

[Note: This table shows the number of posts advertised within the adverts detailed in table 6. E.g. one job advert may advertise multiple posts].

8. Recruitment Advertising Costs

Directorate	Costs	Costs		
	July 2013 (£)	Aug 2013 (£)	Year to Date (£)	Year to Date Pro Rata Comparison with 2012/13 (+/- %)
CYP	416	191	7,612	
Schools	185	3,736	81,615	
ACS	3,224	910	12,351	
LCCG	0	720	2,033	
Environment	1,182	0	358	
OCE	0	0	347	
County Treasurer	0	0	2,191	
TOTAL	**5,007**	**5,557**	**106,507**	-0.02%
Total for 2012/2013	*£261,950*			
Total for 2011/2012	*£271,516*			
Total for 2010/2011	*£730,415*			