

Lancashire County Council

Cabinet Committee on Performance Improvement

Tuesday, 10th March, 2015 at 9.30 am in Cabinet Room 'C' - The Duke of Lancaster Room, County Hall, Preston

Agenda

Part I (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 4 February 2015** (Pages 1 - 6)
4. **Quarterly Corporate Performance Monitoring and Improvement Quarter 3 2014/15 Report**

Report to follow.
5. **Customer Access Performance Report** (Pages 7 - 14)
6. **Key Stage 4 Achievement in Lancashire** (Pages 15 - 34)
7. **Implementation of the Procurement Service Improvement Plan** (Pages 35 - 50)
8. **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.
9. **Date of Next Meeting**

The next meeting of the Cabinet Committee will take place on Monday 8 June 2015 at 2.00pm in the Diamond Jubilee Room – Cabinet Room 'B', County Hall, Preston

I Young
County Secretary and Solicitor

County Hall
Preston

Agenda Item 3

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Wednesday, 4th February, 2015 at 10.00 am in Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall, Preston

Present:

County Councillor Jennifer Mein (Chair)

County Councillors

D Borrow	J Hanson
B Winlow	T Martin
M Tomlinson	G Driver

1. Apologies for Absence

None received

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None declared

3. Minutes of the Meeting held on 11 December 2014

Resolved: - That the minutes of the meeting held on 11 December 2014 be agreed as a true and accurate record and be signed by the Chair.

4. Response to Ofsted Inspection of Adult Learning

Eddie Sutton, Assistant Chief Executive, attended and presented a report setting out the County Council's response to the recent Ofsted inspection of Lancashire Adult Learning.

It was reported that the inspection, which had taken place over the course of a week in November 2014, had resulted in a grading of 4, i.e. inadequate. Pages 2 - 3 of the report set out a summary of Ofsted's assessment, including a number of strengths.

The report set out the consequences of the inadequate grading in terms of the funding which Lancashire Adult Learning attracted from the Skills Funding Agency and also highlighted the referral to the Further Education Commissioner whose role it was to assess the capacity and capability of the existing governance and leadership arrangements to deliver rapid and sustainable improvement. The Commissioner had visited Lancashire on 20 and 21 January and his draft recommendations were expected at some point in February.

The inspection regime would involve regular six weekly visits from Ofsted leading up to a full re-inspection within 12 - 15 months. The Principal and Chief Executive

of Colne College had agreed to work with the County Council on a part time basis for the remainder of the academic year to take forward the Post Inspection Action Plan. The Action Plan, set out at Appendix 'A' to the report, set out the actions and timescales to address the issues identified in the Ofsted inspection report.

It was anticipated that the Action Plan would be signed off by Ofsted, the Skills Funding Agency and the Further Education Commissioner by the end of February. It was proposed that the Cabinet Committee receive update reports on progress on a quarterly basis.

The Cabinet Committee expressed its disappointment at the outcome of the inspection but was confident that the Action Plan would address the issues which had been highlighted by Ofsted.

Resolved: - That:

- (i) The progress to date on the agreement of the draft Post Inspection Action Plan set out at Appendix 'A' to the report, now presented, in response to the Ofsted inspection report;
- (ii) Update reports to the Cabinet Committee be requested on a quarterly basis.

5. Deprivation of Liberty Safeguards (Dols)

Barbara Lewis, County Head of Support Planning and Review, and Anita Lindon, Team Leader, Deprivation of Liberty Safeguards Team, Adult Services, Health and Wellbeing Directorate, attended and presented a report setting out an overview of the current situation regarding the Deprivation of Liberty Safeguards and the pressures faced by the County Council since a Supreme Court ruling in March 2014 increased the number of people who now fall within the remit of the legislation.

It was reported that numbers of applications had risen from approximately 350 in 2013/14 to over 1,700 since April 2014. Whilst the impact of the Supreme Court ruling was still being assessed, there was a significant financial burden on Councils as a result. County Councillor Borrow referred to the representations which were being made to Government in terms of the increased financial burden and potential changes to legislation to offset some of the unintended consequences of the Supreme Court ruling.

Reference was made to the impact on the Coroners service as the death of an individual subject to a Deprivation of Liberty authorisation was classed as a death in custody. It was also noted that a Deprivation of Liberty authorisation could only last a maximum of 12 months. At the end of that period, the process had to be undertaken again. This, in itself, had a significant impact as the administration process and paperwork required was lengthy and complex.

Resolved: - That:

- (i) The report, now presented, be noted;

- (ii) A further report be submitted for consideration by the Cabinet Committee in due course.

6. Corporate Human Resources - Health Check Report

Katie Dunne, Service Manager, Corporate Human Resources, attended and presented a report setting out details of the County Council's performance against key metrics regarding workforce information for 2013/14 and the 3rd quarter for 2014/15.

Highlights reported for the 3rd quarter of 2014/15 included:

- The number of starters had increased
- The number of leavers had reduced;
- The number of recruitment adverts had increased;
- Recruitment advertising spend had increased.

It was noted that, in respect of the increase in new starters, this could be attributed to new posts created in the Environment Directorate in respect of capital programme projects, together with additional posts in Lancashire County Commercial Group relating to Free School Meals.

Sickness absence figures for the 3rd quarter were tabled at the meeting as follows:

Total number of days lost 2.52 Target 227 days
 Number of days lost per FTE - Short term 1.08
 Number of days lost per FTE - Long term 1.44
 Number of employees absent 6-12 months 150
 Number of employees absent over 12 months 49

Directorate	Days per FTE 2014/15	Target
Adult Services, Health and Wellbeing (ASHW)	3.57	2.98
Children and Young People (CYP)	2.98	2.61
Environment	2.07	2.06
Office of the Chief Executive (OCE)	2.00	2.61
County Treasurers	2.12	1.97
Lancashire County Commercial Group (LCCG)	3.82	3.09

These showed that the total number of days lost was 2.52 against a target of 2.27. The top three reasons for absence in the 3rd quarter were mental health at 23%; medical/hospital at 13% and digestive system at 12%.

It was noted that the failure to achieve the target in the 3rd quarter may be related, in part, to the County Council's ongoing transformation process.

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

7. Achievement of Looked After Children in Lancashire

Bob Stott, Director for Universal and Early Support Services, and Jonathan Hewitt, Head of Quality and Continuous Improvement, Directorate for Children and Young People, attended and presented a report setting out details of the attainment, progress and achievements of Lancashire Children Looked After in 2014.

It was reported that there were over 1,600 Children Looked After in Lancashire with some 900 attending primary and secondary schools up to the age of 16. A large proportion of Children Looked After had special educational needs with around two thirds of those in Year 11 in 2014 falling into this category.

The report set out the educational performance of Children Looked After at the end of both Key Stage 2 and Key Stage 4. Whilst improvements had been made to performance at Key Stage 2, the performance at Key Stage 4 remained an area of concern where performance (from unvalidated data) was 8.9% of Children Looked After attaining five or more A*- C grades at GCSE including English and Mathematics against a target of 13%. The report set out a number of possible reasons for this, together with priorities for development which had been incorporated into the recovery plan set out at Appendix 'B'.

The Cabinet Committee recognised the important role that the County Council played as the Corporate Parent for Children Looked After and welcomed the steps being taken to address the issues highlighted in the report and recovery plan.

Resolved: - That:

- (i) The report and recovery plan, now presented, be noted;
- (ii) A further report be considered by the Cabinet Committee in October 2015.

8. Urgent Business

There was no urgent business to be considered.

9. Date of Next Meeting

The Cabinet Committee noted that the next meeting would be held on Thursday 12 March 2015 at 2.00pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall.

10. Notice of Intention to Conduct Business in Private

Resolved: - That the Notice of Intention to Conduct Business in Private be noted.

11. Exclusion of the Press and Public

Resolved: - That under Section 100A(4) of the Local Government Act, 1972, the press and public should be excluded from the meeting during consideration of the following item of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part 1 of Schedule 12A to the Local Government Act, 1972 and that in all circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

12. Quarterly Report on the Service Delivery and Performance of the County Council's Waste Disposal Company

Steve Scott, Head of Waste Management, attended and presented the quarterly report on the service delivery and performance of the County Council's waste disposal company.

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

I Young
County Secretary and Solicitor

County Hall
Preston

Cabinet Committee on Performance Improvement

Meeting to be held on 10 March 2015

Electoral Division affected: All

Customer Access Performance Report

Contact for further information:

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Executive Summary

This report provides an update for Cabinet Committee on Performance Improvement on the operation of the Customer Access Service.

Recommendation

The Cabinet Committee on Performance Improvement is asked to note and comment on the contents of this report.

Background and Advice

Customer Access Service (CAS) is the first point of contact for 60% of all incoming telephony and e-mail enquiries to the County Council. CAS was established in 2005 with 16 full time equivalent (FTE) employees and by 2015 this has risen to 200+ FTE employees. Social Care telephony services were introduced into CAS in 2007 and since then the service has grown considerably, currently delivering twenty four County Council services and two West Lancashire Borough Council services.

Within the dedicated Social Care Centre a highly specialised and sensitive service is delivered offering information, advice and assistance on all matters relating to Adult and Children's social care, including Help Direct calls. CAS covers issues as simple as meals on wheels applications all the way through to complex child protection and safeguarding adult issues.

CAS advisors process all Social Care contacts and referrals using processes and procedures agreed with the Directorate for Children and Young People (CYP) and the Adult Services, Health and Wellbeing Directorate (ASHW) checking systems and updating chronologies which enable social care professionals to focus on thresholds and decision making.

The Customer Contact Centre delivers twenty three services including; Highways, Libraries, NowCard, Registrars, Certificates, Waste, and Welfare Rights. Staff are required to deliver both detailed transactional services and validated signposting to agencies across the public sector. This requires detailed training and ongoing professional development to ensure all manner of requests, from referral and signposting, to end to end resolution exceed customer expectations.

CAS advisors are the first line advice and support channel for County Council customers, and contacts are often of a sensitive nature, requiring delicate handling. Each service delivery is governed by its own specific legislation, therefore, the CAS has to ensure that staff are fully trained and deliver accordingly.

CAS advisors are supported by a dedicated training team which provides bespoke training packages in line with the range of services provided. CAS delivers services with a focus on understanding the customer perspective.

CAS encourages behaviours so that:

- The customer experiences a natural conversation with CAS staff;
- Every customer is treated with respect, dignity and understanding;
- Customer need is the cornerstone of service delivery;
- Quality and timeliness is emphasised;
- Customers are not passed around before their enquiry is answered;
- New technology ensuring access to services is easier for the public;
- Knowledge of all local government services is readily available to all staff as their primary reference;
- A single customer record is used so that customers do not have to repeat what they have already told us and this is used to support case and service level decision making;
- We get it right first time

We measure performance so that:

- We can tell that enquiries are handled without undue delay;
- Set targets and objectives are consistently exceeded by making good use of workforce planning tools and management information;
- The customer experience is measured, assessed and services re-engineered to deliver the optimum experience

The CAS dedicated training team provide a rigorous induction programme for all staff. This covers:

- Customer Care and soft skills
- Technical service and systems knowledge
- Health and safety
- How the organisation is run
- Data protection legislation
- Best practice for telephony, e-mail and web access channels

This is structured so that staff receive:

- A 5 week training induction
- e-Learning modular programme
- Several weeks spent on our nursery bank for peer to peer coaching
- Intensive monitoring and coaching by team leaders
- Interim and probationary reviews

Longer term an ongoing timetable of development and refresher training is provided, utilising a mix of workshops, coaching, and job shadowing of delegates from all client services which has proved crucial to effective service delivery.

Staff have generic contracts and are offered a matrix framework of grades and accelerated progression to encourage development. This is driven from their Personal Development Plan which may include:

- Fast tracking based on relevant skill sets being achieved
- Customer Services qualification courses
- Aspiring team leader courses
- Aspiring management courses
- One to one feedback sessions
- Team building days/events
- Regular communication and feedback from senior managers

Before introducing any new service, CAS Business Performance Transformation Team (BTPP) scopes and evaluates how the service is currently designed and delivered. This includes measuring call volumes, average handling times, processes, systems used and number of FTE required. CAS BTPP works closely with the new service to re-engineer processes from end to end, design and deliver suitable training packages and identify improvements, savings and consistent service delivery before the service is fully integrated within CAS.

The most recently integrated services within CAS are;

- Help Direct
- Care and Urgent Needs Support Scheme
- Libraries
- Procure 2 Pay
- West Lancashire Borough Council Revenues
- West Lancashire Borough Council Benefits

Our main stakeholders are members of the public and we undertake daily surveys to ensure customers are effectively represented and championed within the authority and with our partners. This data helps to improve the level of evidence based customer insight to better respond to the changing needs of our customers

We have agreed service level agreements for services located within the Customer Service Centre and we meet at regular intervals to review, amend, discuss and update as necessary.

Management and teams have taken collective responsibility to enhance our reputation with a customer focused approach that reflects our customer's diversity and needs.

Staff are empowered to take ownership of every enquiry. CAS has created an environment where staff see the needs of the customer as paramount and have adopted and enjoy exploring new ways of working.

We believe that listening to our staff is just as important as listening to our customers in order to develop leadership skills as a division and move the service forward. This has helped to create an innovative customer focussed team.

Consultations

Internal/external customers and service areas, including IT, HR and CAS staff.

Performance and Transformation

Customer Access is actively involved with delivering requirements to support the following work areas within the programme:

- **Blue Badge Service:** In October CAS carried out detailed analysis to identify why call volumes to the Blue Badge line had increased. We established over **40%** of calls monitored were received from customers who were chasing up Blue Badge applications. It was evident customers were frustrated and unhappy regarding delays in time taken to process their applications. This resulted in a marked increase in the number of complaints.

To provide some immediate support for the Blue Badge team, CAS agreed to release two members of the customer service team on a full time basis to assist with the processing element of the badges in order to reduce backlog. In addition a member of the Business Transformation team was assigned to look at scoping a service improvement plan.

In October 2014 the Blue Badge team had **2,500** pieces of work and a processing time of five weeks. By February, CAS had six advisors trained and assisting with processing Blue Badges and great progress has been achieved, driving processing times down to **five working days**. Complaints and repeat calls have also significantly reduced. CAS will continue to support the Blue Badge team in processing badges whilst our business transformation team has assigned a Change Manager to work closely with the Blue Badge service in order to carry out an end to end review of service delivery, look at the Occupational Therapy project and also manage the relocation of the team to Lancashire House.

- **Telly Talk:** Following refurbishment of the accommodation in the Minerva Centre, Preston, the centre requested an alternative location to house the Telly Talk unit be sourced as they no longer had a suitable area for it to be accommodated. Following discussions with the Libraries service and BT Lancashire Services (BTLs), Ingol Library was identified as the most suitable alternative venue to the Minerva Centre. The relocation has taken longer than first anticipated due to technical issues within Ingol Library. These have now been overcome and the Telly Talk equipment has been fully tested in its new environment. The service has been up and running since 11 February. All twelve units are currently operational.
- **0300 Telephony Project** - Take up of the new 0300 numbers has exceeded all expectations and uptake has reached **78%**. The target for take up in the first year was **30%** which was exceeded in month one.

- **Care Act 2015** - CAS is included in the working group which has been established to scope and manage the response to the media campaign and the wider implementation process between now and April 2016.
In preparation for the Care Act media campaign starting on 2 February 2015, CAS has set up a dedicated Care Act phone line in order to deal with specific Care Act related questions. All Social Care advisors have attended briefing sessions giving a further insight into the changes due to take place. Worktrays have been established with the Carers Service to allow some early enquiries from carers to be captured. The next steps involve preparing CAS and the social care advisers for the implementation of the Act, which will be phased across April 2015, October 2015 and April 2016. Key areas of work will focus on: the way that we offer information and advice (Autonomy project); the processes in place to assess needs and eligibility for both carers and those with care and support needs; updates to the Liquidlogic Adults Social Care (LAS) and Liquidlogic Childrens Social Care (LCS) Systems (LiquidLogic v6 and v7) and training for advisers.
- **Integrated Wellbeing Service** - A Service briefing was attended which outlined proposals for the new Integrated Wellbeing Service which will replace the current Help Direct service. As requested by the service, contributions to the proposal document have been submitted back to the group.
- **Sensory Impairment** - Attendance at the Corporate Working Group is ongoing with representatives attending a session arranged with a supplier to demonstrate their Sign Vision system which is being considered by the service.
. A new policy to hold and manage a sight register for visually impaired adults in Lancashire was approved by the Cabinet Member for Adult and Community Services on 15 January. As a result the Acorn entry has been drafted and is currently being re-worked following review with Change Management and Social Care Operations.
- **Social Care ACORN Review** - Work is currently underway to review Social Care Acorn entries. Information will be updated and where possible entries will be revamped using the new re-write format. We anticipate this project will span over a six month period due to the volumes of information required to be reviewed.
- **Waste Helpline** - Impact, resource and work requirements have been scoped with the Waste Management Service in readiness for potential changes required to both systems and business processes should approval be given to the proposal for the introduction of a new chargeable permit scheme for the disposal of non-household waste at recycling centres.
- **Web and Digital Services Board** - Customer Access attended the first Steering Group meeting for Web and Digital services on 9 December. The group will meet regularly to ensure the council's resources for web and other digital services are focused on supporting the council's main priorities,

ensuring a more joined up approach to provide consistent and meaningful advice across all channels. Customer Access will contribute to proposals by identifying corporate web development projects and aligning these to the Customer Access Road Map and Service Improvement Programme.

- **Quarter Three 2014/2015 Performance** - In Quarter Three, the Customer Access Service received **207,550 calls**, and answered **191,626**, achieving a service level of **92.3%**.
- CAS Social Care **exceeded** contractual targets during Quarter Three, with **80,969** calls answered, achieving a service level of **90.3%**. In the corresponding period last year, **78,103** calls were answered. This represents an increase of **2,866 calls (3.7%)**.
- In part this increase is attributed to the extended Core hours for Social Care, which commenced on 17 November. CAS Social Care lines are now open for an additional four hours daily (8am - 9am & 5pm - 8pm) Monday - Friday and 8am - 7pm on weekends (an additional **42** hours per week is now captured on the 8am - 8pm Dashboard). **96%** of all CAS calls are offered and handled between 8am - 8pm.
- The introduction of Liquid Logic, which replaced the previous social care information system known as the Integrated Social Services Information System (ISSIS), is expected to contribute to improvements in the call waiting time for social care queries. However, the adult module within Liquid Logic has experienced various technical issues which have impacted on call handling and wait times. These issues have been escalated to BTLS/ICT who are working to identify and resolve the issues. CAS is working to reduce call wait times and despite the system issues the call wait times have been reduced significantly, with over **60% of calls answered within twenty seconds over the last quarter**. Earlier vacancies have now been filled and full training will be completed by end of March, following which we should see a marked improvement in call wait times.
- **Non Telephony Contacts**
In Quarter Three, CAS handled **30,974** emails (**11,422** Contact Centre and **19,552** Social Care).

ICT System Issues affecting performance

Outages of the CA telephony platform (Avaya) has resulted in some disruption to the telephone lines, email technology, call recording, quality monitoring and customer survey lines. This has had an additional impact on service delivery as the Resource Planning team has been unable to access the scripting element of the telephony platform at certain times to work on essential changes/updates to the telephone lines. The severity of the issue resulted in work involving BTLS, BT and members of the Resource Planning Team taking place out of hours. Proposals are being accelerated to scope a suitable replacement telephony platform. CAS has produced a statement of requirements in preparation.

Improvements and self service

- Extended hours of operation within Social Care and Libraries Service
- Engagement with service areas to re-engineer existing process
- New self-service functionality within the Registrar Service
- Transfer from ISSIS to Liquid Logic platform within Social Care
- Transfer to 0300 contact numbers
- Highways self-service fault finding

Future Improvements

AskHR and Pensions Helpdesks are in the process of being integrated into CAS, which was effective from 16 February 2015. This will increase the CAS headcount by **39FTE**. Over the next few months CAS will review and re-engineer processes within these services to maximise productivity and optimise the customer experience.

Blue Badge Service administration team is being reviewed and a joint working exercise commenced in November 2014 to review their current end to end processes and turnaround times. A significant back-log was identified and a joint working exercise introduced which has now reduced the back-log from five weeks to five days. CAS has appointed a change manager to review Blue Badge processes from end to end, including the Occupational Therapy project. It is proposed the full service will transfer within CAS, shortly, therefore, we intend to absorb the team seamlessly with an improved customer journey.

Telly Talk: The Telly Talk service will be upgraded in April. This will enable equipment and software compatibility with 'Windows 7'. Whilst this upgrade will not impact on the current delivery model it is expected that the new PCs will improve the stability of the equipment. In addition to this the Customer Access Service is working closely with BTLS/IT to explore and identify further improvements or alternative solutions to replace and/or enhance this service. The remit includes in depth analysis of customer expectations balanced with a realistic service model.

Implications:

This item has the following implications, as indicated:

Risk management

This report is for noting and therefore a risk analysis in relation to the content on this report has not been required.

Financial Implications

There are no financial implications arising from this report.

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Nil		

Reason for inclusion in Part II, if appropriate

N/A.

Agenda Item 6

Cabinet Committee for Performance Improvement

Meeting to be held on 10 March 2015

Electoral Division affected All

Key Stage 4 Achievement in Lancashire

(Appendices 'A', 'B' and 'C' refer)

Contact for further information:

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Executive Summary

This report provides information on the achievement of pupils in Lancashire at the end of Key Stage 4. It sets out the proportion of pupils gaining 5 good GCSEs and those gaining 5 good GCSEs including English and mathematics. The report also outlines the progress of pupils in English and mathematics from the end of Key Stage 2 to Key Stage 4.

Lancashire's performance for all pupils is generally in line with or above the national average and compares favourably with the North West average.

The report also highlights the performance of pupils who are eligible for Free School Meals and the performance of this group of pupils is below the national and North West average.

The attainment of Free School Meals Pupils is a key priority and a recovery plan is being implemented to help raise standards of achievement for this group of pupils in the secondary phase and particularly at the end of Key Stage 4.

Recommendation

The Cabinet Committee on Performance Improvement is asked to note and comment upon the report and the recovery plan set out at Appendix 'B'.

Background and Advice

The Department for Education (DfE) has changed the reporting arrangements for Key Stage 4 results in 2014 and this means they are not comparable with results published in previous years. Firstly, a number of qualifications which were previously included in the basic standard of 5 good GCSEs no longer count towards this standard. This has adversely affected some schools more than others, depending

upon the curriculum they have offered. Secondly, the performance tables published in January 2015 only include the qualifications gained by pupils in their first examination entry. This has also lowered the proportion of pupils who are reported as gaining 5 or more good GCSEs including English and mathematics. The headline figures for Key Stage 4 achievement are set out in Appendix 'A'.

Key Stage 4 performance

The key features of the Key Stage 4 results in Lancashire are as follows:

- The overall attainment in Lancashire was in line with the national average with 56.8% of pupils gaining 5 good GCSEs including English and mathematics. Attainment in Lancashire was 1% above the North West average.
- The proportion of pupils gaining 5 good GCSEs in Lancashire was above the national and North West average with 67.3% of pupils reaching this level of achievement.
- The proportion of pupils eligible for Free School Meals in Lancashire gaining 5 good GCSEs including English and mathematics was below the national average and is a priority for action.
- The proportion of pupils eligible for Free School Meals gaining 5 good GCSEs was below the North West and National averages.
- Just under two thirds of pupils made the progress expected of them from the end of Key Stage 2 to the end of Key Stage 4 in mathematics in 2014. This figure was above the North West average but below the national average.
- Almost 73% of pupils made the progress expected of them from the end of Key Stage 2 to the end of Key Stage 4 in English. This figure was above the North West average and very close to the national average.
- The proportion of secondary schools judged by OfSTED to be good or better is well above the national average and has risen to around 79%.
- Detailed action plans are in place for all schools where there were low levels of performance.
- An action plan is in place to raise attainment for pupils eligible for Free School Meals (see Appendix 'B') and a self-review tool is attached at Appendix 'C'.

Consultations

N/A

Implications:

N/A

Risk management

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

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Revised GCSE and equivalent results 2013/2014	29 January 2015	Jonathan Hewitt, Directorate for Children and Young People,(01772) 531663
GCSE and equivalent attainment by pupil characteristics ; 2014	10 February 2015	Jonathan Hewitt, Directorate for Children and Young People, (01772) 531663

Appendix 'A'

The table shows the achievement of pupils in Lancashire at the end of Key Stage 4 in 2014 compared with the achievement in the North West and nationally.

	All pupils				Free School Meal pupils	
	5A*-C (Eng/Ma)	5A*-C	Expected Progress Maths	Expected Progress English	5A*-C (Eng/Ma)	5A*-C
Lancashire	56.8%	67.3%	65.3%	72.6%	28.4%	38.2%
North West	55.8%	65.4%	63.4%	71.1%	31.1%	40.0%
England	56.8%	65.8%	66.7%	73.0%	33.7%	41.8%

Performance Indicator Recovery Plan

<ul style="list-style-type: none"> Proportion of pupils eligible for Free School Meals performing at the expected level at Key Stage (KS) 4 		
Performance: 28.4% of FSM pupils attained 5 or more A*-C grades at GCSE including English and mathematics	Targets: 32% of FSM pupils attain 5 or more A*-C grades at GCSE including English and mathematics	
Why are the indicators under-performing?		
<ul style="list-style-type: none"> Significant changes to the national examination system continue disproportionately to disadvantage 'borderline' pupils: FSM pupils, those with Special Educational Needs at "School Action" and boys: <ul style="list-style-type: none"> modular exams have been replaced with 'end of two-year course' exams; Performance Tables no longer count the results of pupils allowed to re-sit exams in order to improve; speaking & listening marks are no longer included in the English grade; examination papers have purposefully been made less accessible, with less scaffolding of questions and increased complexity of questions. In 2013 the key area of focus was on the achievement of White British boys in English and attainment and progress in English increased in 2014 with progress improving from 44% to 52% and attainment at grade C and above rising from 38% to 44%. There was however a fall in the attainment and progress of pupils in mathematics and this has had an adverse effect of pupils' overall attainment. As reported in the July 2014 Ofsted report "The Pupil Premium: an Update", in some schools there has been insufficient focus on monitoring and evaluating interventions to improve pupil progress in order to target the most effective interventions. 		
What actions are required to put it back on track?		
Action to be taken	Lead	Completion Date
1. Provide support and challenge to all Secondary schools within the advisory School Service Guarantee through a thorough analysis of school data on the progress and attainment of disadvantaged pupils to identify priority schools where data show achievement gaps which are not closing. Provide adviser training to ensure challenge through school visits.	Paul Dyson-Knight	March 2015
2. Develop 13 secondary FSM networks across Lancashire to identify effective practice in schools where FSM pupils make most progress, including schools which have been identified as national leaders in this area.	Paul Dyson-Knight	September 2014

<p>3. Facilitate the 13 secondary FSM networks across the authority in order to disseminate effective practice, sharing Performance Tables data for all schools to facilitate school-to-school challenge and support.</p> <p>4. Using the Senior Leader Network to share key messages from national research into underlying barriers and effective support for FSM pupils.</p> <p>5. Advisers track the progress of disadvantaged pupils 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.</p> <p>6. Develop a self-assessment model for schools to undertake a Pupil Premium audit. Ensure that an audit is carried out in those schools where FSM performance is low. (See Appendix C)</p> <p>7. Provide guidance and support for school governors on monitoring the use of the Pupil Premium.</p> <p>In addition:</p> <p>1. Provide consultant support to schools with higher levels of persistent absence to improve the attendance of vulnerable pupils.</p> <p>2. Provide bespoke support for schools in challenging circumstances where the attainment of FSM is low, including:</p> <ul style="list-style-type: none"> - support for small group or 1/1 tuition; - support for mathematics revision classes; - "masterclasses" in mathematics or English. <p>3. 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.</p> <p>4. Sharing expertise from highly effective schools through the use of local support networks in English and mathematics.</p>	<p>Paul Dyson Knight</p> <p>Alison Hartley</p> <p>Paul Dyson-Knight</p> <p>Paul Dyson-Knight</p> <p>Paul Dyson-Knight</p> <p>Helen Smith</p> <p>Helen Smith</p> <p>Helen Smith</p> <p>Helen Smith</p>	<p>Termly</p> <p>May 2015</p> <p>Termly</p> <p>December 2014</p> <p>March 2015</p> <p>May 2014</p> <p>June 2014</p> <p>June 2014</p> <p>July 2014</p>
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LANCASHIRE PUPIL PREMIUM SELF-REVIEW FRAMEWORK

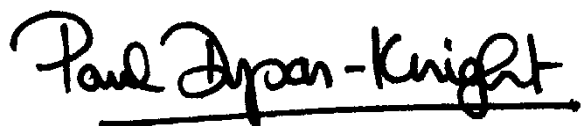
The importance of improving the achievement of disadvantaged pupils (those eligible for Pupil Premium funding) is now well-established in the national accountability system as a result of significant gaps in the performance of this group over time: this issue also emerges as a key priority for Lancashire secondary schools as a whole.

School inspectors scrutinise the performance of disadvantaged pupils closely and may recommend an external review of Pupil Premium spending, as can the DfE who contact schools annually where value-added scores for this group are low. (*Related extracts from the current, 2012 inspection framework are appended*).

In order to support schools in evaluating their own use of the Pupil Premium, the secondary team has developed the following prompts from local best practice and national guidelines. If you decide to use the framework, please be aware that some elements of it will be more important than others and therefore it is important to scrutinise carefully which specific elements have an amber or red RAG rating and not just to tally the greens (for example, if achievement for the group remains red then the *effectiveness* of all other elements is thrown into question).

Under the School Service Guarantee, you may wish your school adviser to use some of your allocated time to discuss and moderate your self-evaluation. If you wish, adviser time can be used to scrutinise your completed audit and a programme drawn up for a half-day school visit to quality assure key elements and to explore any issues arising.

With thanks for your continued support and assistance,



Paul Dyson-Knight
Senior Secondary Adviser/Secondary Team Leader

December 2014

For further information about pupil premium, the following publications may be helpful:

Ofsted Reports on Schools' use of the Pupil Premium:

(2012) <http://www.ofsted.gov.uk/resources/pupil-premium> and (2013) <http://www.ofsted.gov.uk/resources/pupil-premium-how-schools-are-spending-funding-successfully-maximise-achievement> and (2014) <http://www.ofsted.gov.uk/resources/pupil-premium-update>

DfE Pupil Premium Review guidance: www.gov.uk/pupil-premium-reviews

LANCASHIRE PUPIL PREMIUM SELF-REVIEW FRAMEWORK (SECONDARY)	
School	
Date	
Name(s) of those Undertaking the Self-Review	

A. IDENTIFICATION OF NEED & TARGETING PROVISION			
ASPECT OF THE REVIEW	RAG	COMMENT/SUMMARY OF CURRENT PRACTICE, PROVISION OR PERFORMANCE	Source of Evidence
A1. The school has clearly identified those eligible for the Pupil Premium in each Year Group and knows whether pupils are FSM, FSM6, CLA or from Service Families.		•	
A2. The characteristics of individual pupils have been explored (e.g. SEN, EAL, low attaining, more able, new arrival, etc.) and potential barriers to progress identified to clarify the specific needs of each pupil.		•	
A3. Ambitious (stretch) targets have been established for pupils which include an expectation that funding will be used to accelerate pupil progress.		•	
A4. A range of support is targeted to meet identified needs and achieve pupil targets. This may include support for groups and individuals (e.g. catch-up or booster classes, targeted teaching, mentor support, access to enrichment, providing equipment, pastoral support, transport, etc.)		•	

A. IDENTIFICATION OF NEED & TARGETING PROVISION			
ASPECT OF THE REVIEW	RAG	COMMENT/SUMMARY OF CURRENT PRACTICE, PROVISION OR PERFORMANCE	Source of Evidence
A5. The school may have explored/ arranged shared provision with other schools through pooled funding to offer more opportunities and value for money.		•	
A6. Provision is mapped and co-ordinated across the school. Intervention/support plans may be in place for individuals or groups.			
A7. Setting arrangements and timetable allocations are kept under review to ensure disadvantaged pupils have access to the strongest teachers. Engagement with extra-curricular and enrichment activity is monitored to ensure access by disadvantaged pupils.		•	

B. STRATEGIC LEADERSHIP, ROLES AND RESPONSIBILITIES:			
ASPECT OF THE REVIEW	RAG	COMMENT/SUMMARY OF CURRENT PRACTICE, PROVISION OR PERFORMANCE	Source of Evidence
<p>B1. A named whole-school lead for disadvantaged pupils is identified (PPCo), with appropriate experience, skills and training.</p> <ul style="list-style-type: none"> • The key lead role is explicitly included in the job description. • Expectations of the role are clearly set out. • At least one appraisal objective is aligned with this role, linked to outcomes for disadvantaged pupils. 		•	

B. STRATEGIC LEADERSHIP, ROLES AND RESPONSIBILITIES:			
ASPECT OF THE REVIEW	RAG	COMMENT/SUMMARY OF CURRENT PRACTICE, PROVISION OR PERFORMANCE	Source of Evidence
<p>B2. The PPCo is a member of SLT. If not, they are directly line-managed by SLT and:</p> <ul style="list-style-type: none"> • Frequent and regular line management meetings are held, with a formal agenda and key actions highlighted; • Meetings include a focus on the impact made on provision and outcomes for the identified group. 		•	
<p>B3. The School Improvement Plan identifies raising achievement for disadvantaged pupils as a priority. The plan includes overarching targets and expected outcomes, with clear responsibilities, actions and timescales.</p> <p>A more detailed 'working' version of the plan might be used to inform the work of the whole-school lead.</p> <p>The priority is reflected in departmental/year group plans.</p>		•	
<p>B4. The PPCo works closely with other key school leaders (e.g. Subject Leaders, Year Heads, SENCO) and other staff (e.g. form tutors, subject teachers, teaching assistants) in order to implement the school plan. (e.g. support to develop area plans, support & QA for self-evaluation).</p> <p>The PPCo may be supported by a strategic working group comprising a cross-section of staff.</p>		•	

B. STRATEGIC LEADERSHIP, ROLES AND RESPONSIBILITIES:			
ASPECT OF THE REVIEW	RAG	COMMENT/SUMMARY OF CURRENT PRACTICE, PROVISION OR PERFORMANCE	Source of Evidence
B5. Senior and middle leaders, teachers, form tutors and TAs understand their roles in respect to disadvantaged pupils. Staff other than PPCo may have appraisal targets related to disadvantaged pupils. Meeting the needs of the group are included in the school handbook, in staff training and induction.		•	
B6. Pastoral leaders (e.g. Head of House/Head of Year/SENCO) are aware of the disadvantaged pupils in their spheres of influence, know their specific support needs and have an overview of the progress they are making.		•	
B7. The PPCo oversees the progress of the group within the school tracking system (including for achievement, behaviour and attendance data), liaising with pastoral and subject leaders as appropriate. Support and intervention are routinely modified and adjusted in response to tracking information.		•	
B8. The PPCo has the opportunity to evaluate provision for disadvantaged pupils first-hand (e.g. through pupil pursuit, work scrutiny, pupil voice).		•	

C. GOVERNANCE			
ASPECT OF THE REVIEW	RAG	COMMENT/SUMMARY OF CURRENT PRACTICE, PROVISION OR PERFORMANCE	Source of Evidence

C. GOVERNANCE			
ASPECT OF THE REVIEW	RAG	COMMENT/SUMMARY OF CURRENT PRACTICE, PROVISION OR PERFORMANCE	Source of Evidence
C1. Governors have adopted a policy for the management of Pupil Premium funding. Governors were involved in drawing this up and subject the policy to periodic review.		•	
C2. There is a nominated 'link governor' for disadvantaged pupils. The role of and expectations on the link governor are clear. The link governor routinely meets with the PPCo (and SLT Line Manager if different).		•	
C3. Governors are aware of Pupil Premium funding and how it is spent.		•	
C4. Governors routinely receive information from the PPCo about the progress of disadvantaged pupils across year groups (including achievement, attendance and behaviour) from school tracking.		•	
C5. Governors are able to influence/have influenced PP spending on the basis of impact.		•	

D. FINANCE			
ASPECT OF THE REVIEW	RAG	COMMENT/SUMMARY OF CURRENT PRACTICE, PROVISION OR PERFORMANCE	Source of Evidence
D1. PP funding is ring-fenced specifically to meet the identified needs of the group.		•	

D. FINANCE			
ASPECT OF THE REVIEW	RAG	COMMENT/SUMMARY OF CURRENT PRACTICE, PROVISION OR PERFORMANCE	Source of Evidence
D2. All qualifying families are encouraged to access FSM. Parents are made aware that claiming FSM brings additional funding for their child/the school.		•	
D3. PP spending is prioritised according to identified barriers & needs across the cohort. Some funding may be delegated to pastoral/subject teams (or available to bid for).		•	
D4. The PPCo and link governor are involved in funding decisions.		•	
D5. PP expenditure is regularly tracked and the information shared with the PPCo and link governor. Overall PP spending is summarised annually and published on the school website.		•	
D6. Additional provision may be accessed at no cost to enhance the available provision (e.g. volunteers, charity, etc.)		•	

E. IMPACT – THIS SECTION IS KEY: IF SUCCESSFUL OUTCOMES CANNOT BE DEMONSTRATED THEN THE EFFECTIVENESS OF ALL OTHER ASPECTS IS IN QUESTION			
ASPECT OF THE REVIEW	RAG	COMMENT/SUMMARY OF CURRENT PRACTICE, PROVISION OR PERFORMANCE	Source of Evidence
E1. All teachers know which of their pupils are eligible for the PP funding.		•	

E. IMPACT – THIS SECTION IS KEY: IF SUCCESSFUL OUTCOMES CANNOT BE DEMONSTRATED THEN THE EFFECTIVENESS OF ALL OTHER ASPECTS IS IN QUESTION

ASPECT OF THE REVIEW	RAG	COMMENT/SUMMARY OF CURRENT PRACTICE, PROVISION OR PERFORMANCE	Source of Evidence
<p>E2. The progress of PP pupils is tracked as a discrete group at different levels as appropriate (e.g. whole school, year group, subject, teaching group, House, form).</p> <p>Where the cohort is sizeable, the progress of sub-groups is analysed to look for patterns of under-achievement (e.g. PP girls, able PP).</p>		<ul style="list-style-type: none"> • 	
<p>E3. Subject leaders and class teachers are held to account for the performance of disadvantaged pupils they are responsible for (e.g. through the appraisal system).</p>		<ul style="list-style-type: none"> • 	
<p>E4. The PPCo, link governor and PP working group can identify the impact they have had (on provision and outcomes).</p> <p>Impact may be for the group overall, for identified sub-groups, in specific subjects or for individual pupils.</p>		<ul style="list-style-type: none"> • 	
<p>E5. Data in RAISE online show that outcomes for disadvantaged pupils are improving and gaps with their peers closing.</p> <ul style="list-style-type: none"> • Attainment (e.g. 5A*C, 5A*CEM, A*C En, A*C Ma, EBac, 5A*G, CAPS) • Progress (e.g. B8 VA, En VA, Ma VA, expected & above expected progress in En & Ma overall and from each starting point) • Behaviour & attendance (e.g. overall and persistent absence, permanent & fixed-term exclusions). 		<ul style="list-style-type: none"> • 	

E. IMPACT – THIS SECTION IS KEY: IF SUCCESSFUL OUTCOMES CANNOT BE DEMONSTRATED THEN THE EFFECTIVENESS OF ALL OTHER ASPECTS IS IN QUESTION

ASPECT OF THE REVIEW	RAG	COMMENT/SUMMARY OF CURRENT PRACTICE, PROVISION OR PERFORMANCE	Source of Evidence
E6. Other evidence (including in-school tracking data, case studies and pupil voice) suggest that provision and outcomes for disadvantaged pupils are improving.		•	
E7. Evidence demonstrates that individual or group needs are being met and good progress made towards achieving associated targets in the school plan.		•	

F. KS2-3 TRANSITION

ASPECT OF THE REVIEW	RAG	COMMENT/SUMMARY OF CURRENT PRACTICE, PROVISION OR PERFORMANCE	Source of Evidence
F1. Liaison with primary schools allows early-identification of disadvantaged pupils. Information regarding specific barriers and needs is used alongside achievement, behaviour and attendance data to inform initial support for individual pupils.		•	
F2. Transition activities are organised to assist smooth pastoral and curricular transfer into Y7. Early links are made with parents of disadvantaged pupils to engage their support.		•	
F3. Disadvantaged Y6 pupils and their families are encouraged to involve the children in summer school, drawing down national funding. There is good take-up of places.		•	

F. KS2-3 TRANSITION			
ASPECT OF THE REVIEW	RAG	COMMENT/SUMMARY OF CURRENT PRACTICE, PROVISION OR PERFORMANCE	Source of Evidence
F4. Activities included in the summer school programme address the identified pastoral, curriculum, learning and progress needs of the pupils (e.g. including self-confidence, study skills, independent learning techniques).		•	
F5. Those delivering the summer school include key contacts for the group (e.g. Y7 form tutors, assigned older 'buddies', TAs). All are specifically briefed/trained re key aims and expectations.		•	
F6. The impact of the summer school on individual pupils is evaluated. This may include, e.g. surveying pupil perceptions and attitudes, tracking progress as a defined group.		•	
F7. Information gathered through the summer school is used to inform the start of Y7, e.g. to inform the Y7 catch-up programme in reading and maths and/or shared more widely with Y7 form tutors or teachers.		•	
F8. The progress of disadvantaged pupils in Y7 is reviewed at the end of the first half-term to inform support and intervention.		•	

SUMMARY FINDINGS OF PUPIL PREMIUM SELF-REVIEW

Identified Strengths

Areas for Development

**Recommendations/
Suggested Actions**

Agenda Item 7

Cabinet Committee on Performance Improvement

Meeting to be held on 10 March 2015

Electoral Division affected:

All

Implementation of the Procurement Service Improvement Plan

(Appendices 'A' and 'B' refer)

Contact for further information:

Lisa Kitto, (01772) 534757, Office of the Chief Executive

lisa.kitto@lancashire.gov.uk

Executive Summary

This report provides information on the progress made to date in implementing the Procurement Service improvement plan and the current performance of the service against the key performance indicators aligned to the newly introduced procurement strategy.

Recommendation

The Cabinet Committee on Performance Improvement is asked to note the report and comment as appropriate.

Background and Advice

Since transferring back to the County Council earlier in the year, the Procurement Service has been subject to a service improvement plan. The Cabinet Committee for Performance Improvement received a report in December 2014 at which an update on progress against the plan was presented. It was agreed at the meeting that quarterly updates would be provided to the Cabinet Committee. In addition to this, some requests for information were made and have been incorporated in this latest monitoring report.

The Deputy County Treasurer has undertaken the role of Head of Service since the service transferred to the County Council. Following the design of the County Council's new organisational structure, the service will fall into two services: the Procurement Service and Exchequer Services. Heads of Service have been appointed and the current teams within the Procurement Service are in the process of transitioning to the new teams for 1 April 2016.

Service Improvement Plan

A service improvement plan has been introduced which covers the diverse range of activities currently provided by the service including tendering, procurement management information, supplier relationship management, sourcing of goods and the payment of invoices. Overall, good progress is being made across most of the key strands and performance is considered to be on track in most areas. A number of actions have been delayed either due to delays in the introduction of new procurement legislation that has impacted on the timescales for new procurement rules and contract standing orders, or to allow the newly appointed Head of Procurement to have input into any decisions and or changes to procedures and policies going forward, for example developing the County Council's approach to Social Value in procurement. Where appropriate revised timescales have been set.

The position on two of the key areas included within the improvement plan is set out below:

- **Procurement Strategy**

The County Council's procurement strategy was approved by Cabinet in October 2014. The strategy which encompasses all aspects of the County Council's procurement-related activity is a key tool in assisting the County Council to improve procurement activity across the County Council and to help the organisation achieve its objectives, particularly trying to overcome barriers in current processes that prevent some smaller and voluntary organisations from working with the Council. Many of the strands within the service improvement plan support the implementation of the procurement strategy and work is progressing well. The performance indicators attached at Appendix 'B' show progress against the strategy for some key performance areas.

- **Procurement Board**

To be successful and to drive forward policies and working practices that will support the achievement of the broad objectives of the procurement strategy a Procurement Board was re-established in May 2014. Given the changes to the County Council's structure discussions are ongoing to determine the future membership of the Board in order to align it with the new organisational structure. It is planned to have the new Board in place by 1 April 2015.

Performance Dashboard

In addition to the service improvement plan, a dashboard of performance indicators for key activity aligned to the procurement strategy was produced and presented to the Cabinet Committee in December 2014. Initially three key activity areas were identified and reported. At the request of the Cabinet Committee the dashboard has been reviewed and updated to include specific information on savings achieved through procurement activity. Other key data that has been incorporated in the dashboard includes:

- Payment performance

- Procurement performance
- Supporting suppliers
- Savings

Payment Performance

Payment performance is key as it underpins the County Council's commitment to pay suppliers promptly and additionally to support small and medium sized enterprises (SMEs) where cash flow is of utmost importance. Performance is split against 3 targets; payment within 10 days, payment within 30 days and payment beyond 30 days. The target is currently set at 100% achievement for all invoices to be paid within 30 days. As reported previously there is however a commitment to pay SME's in 10 days although this has yet to be quantified as a target largely due to the fact that some more work is required in order to classify the whole of our supplier database and identify those suppliers that are classified as SMEs.

Our performance during the year falls below the target across all quarters during the year (74%, 78% and 79%), however, it is gradually improving as a result of the actions put in place which are ongoing and include:

- Engaging with suppliers and encouraging the use of the County Council's electronic systems.
- Further roll out and enforce the 'No Purchase Order/No Pay' policy. This will avoid delays when invoices are received for which there is no purchase order.
- Reviewing payment terms where appropriate.
- Providing more advice, training and support to all staff across all Directorates on the importance of processing invoices promptly.

In addition, a specific action has been included in the service improvement plan to cleanse the supplier database and agree the organisation classifications, i.e. SME, the Voluntary, Community and Faith Sector (VCFS) which will be applied to all suppliers. This will enable accurate information on payments to SMEs to be extracted from the system and monitored effectively. Work is already ongoing with this data cleanse, and is a priority within the service. This exercise will require clear definitions for each organisational classification to be agreed and cleansing of a high volume of data. Consequently it is anticipated to be completed by the third quarter of the new financial year.

Procurement Performance

Prior to the transfer of the service to the County Council there were many examples of contracts being extended as procurement processes weren't completed in a timely manner. Since then only six contracts have been extended and the vast majority of all procurement activity has been carried out within agreed timescales. In 2014/15, 99 contracts have been let with a value in excess of £82m for the period up to 31 January 2015. The County Council has been challenged on only one of these contracts and this was unsuccessful.

An analysis of the contracts let in the current financial year (up to and including January 2015) shows that within these 99 contracts (some of which are framework

agreements), 291 contractors within Lancashire have been engaged with a contract value of £53m and a further 73 contractors within the North West have been engaged with a contract value of £16m. At this stage we have defined Lancashire and the North West as those companies that are either based here or who are known to be national but work from a local base. This does not necessarily mean that the work is carried out in Lancashire though currently we have no other way of measuring this. The completion of the data cleanse and organisational classification will assist in providing more meaningful data in the future.

Supporting Suppliers

Many suppliers contact the County Council through dedicated customer support lines. Previously calls weren't monitored effectively and the Customer Access Service has been involved in reviewing our processes, implementing some changes, improving customer care and setting some targets that are comparable with their own service. The January figures clearly indicate that performance continues to improve and the target set for the service has been exceeded.

Savings

The Procurement Service has assisted the service areas within the County Council to achieve total savings per annum of approximately £2.46 million this financial year. The five contracts with the highest savings per annum are indicated in the table below.

Contract	Savings per annum £
Fostering Framework Agreement	1,200,000
Supply & Distribution of Fresh Produce	278,344
Care & Urgent Needs (Goods)	194,500
Parking Enforcement & Notice Processing	172,500
Rosebud Fund	146,000

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

Failure to act on the service improvement plan will mean that the County Council does not achieve its objectives in relation to procurement, may not comply with legislation around procurement and payment processes. This could lead to expensive legal challenges and additional costs as a result of late payments to suppliers.

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Report to Cabinet - 'Approval of the County Council's Procurement Strategy'	9 October 2014	Dave Gorman, Office of the Chief Executive, (01772) 534261

Appendix 'A'
Procurement Service improvement Plan 2014 – 15

Action	Timescale	Progress	Status
1. Our Approach to Procurement			
1.1 Effective leadership is embedded within the service to take forward and improve service delivery and meet the needs of the County Council.	Ongoing	<p>Short term arrangements are in place. A Head of Procurement has been appointed as part of the County Council restructure, who will take up post on 1 April 2015.</p> <p>A quality of service/dashboard report for the service has been developed and is produced quarterly. The focus of the report is on activity that supports the achievement of the aims and objectives of the procurement strategy. Enhancements to the report have been made to include the total value of savings per annum achieved by service areas through procurement activity.</p>	Green
1.2 Set out an approach to category management that maximises the use of financial and non-financial data and that ensures off contract spend is minimised.	March 2015	A draft paper has been developed for discussion at the Procurement Board. Further work is continuing and will include the development of a No PO/No Pay strategy as part of this approach to reduce off-contract spend. It is anticipated that this work will be completed by the end of 2014/15.	Green

Action	Timescale	Progress	Status
1.3 Develop Procurement Plans for every category of spend to reflect service priorities	May 2015	<p>Service engagement plans have been drafted and shared with the Procurement Board. Areas of focus include contracts at risk of being waived/extended, off contract spend etc.</p> <p>It is the intention that these plans will be refreshed for 2015/16. Regular meetings with Directorates will be held to ensure these remain up to date and relevant and to ensure ongoing engagement and discussion on procurement activity at a senior level across the County Council.</p>	Green
1.4 Regularly review management information on high and low value spend, off-contract spend (both where there is a contract and where there isn't a contract), and retro-ordering.	June/July 2015	Final requirements for management information have been submitted to BTLS to ensure this can be provided in a usable format. BTLS has indicated that this report will be delivered June/July 2015.	Amber
1.5 Revise procurement rules and contract standing orders to ensure they reflect current legislation and support business need	May 2015	A working group has been established to review these. It is envisaged that these will need to be signed off at Full Council in May 2015. Draft procurement standing orders were considered by the Procurement Board and have been shared with Legal Services for comments. The timeframe for this action has been put back as a result of the delay in new legislation being introduced. This delay will also allow the new Head of Procurement to have an input into the redrafted document. The amended draft document will need to be reconsidered by the Board before final consideration by Management Team.	Amber
1.6 Review standard tender documentation for suppliers to ensure they are proportionate to level of	April 2015	This work is ongoing.	Green

Action	Timescale	Progress	Status
spend (including considering a revised approach to pre-qualification, and link with electronic systems).			
1.7 Develop and implement a Contracts Register that is made publicly available.	March 2015	85% of the contract register has been uploaded and work is continuing to address the issues with gaps in supplier information on the remaining contracts. This is on track to be completed by the end of March 2015.	Amber
1.8 Review approach to contract monitoring (including consideration of monitoring by organisation, not contract)	March 2015	This is a key piece of work that has been discussed with the Procurement Board. Further work has been requested and a further report is scheduled to be taken to the Procurement Board in March 2015. This will help inform the County Council's resourcing requirements in relation to contract monitoring activity across the County Council for the new organisational structure. Discussions are ongoing at senior level within the organisation as part of the County Council's restructure.	Green
1.9 Develop and deliver new training programme to ensure all relevant staff are fully trained in procurement and governance requirements.	September 2014 Ongoing	Implemented. Training has been provided by Democratic Services and Legal Services. Slides have been made available on the website. The quality of reports has improved to members and Chief Officers has improved significantly. Ongoing training from the legal services team is also in place with the establishment of legal surgeries' in relation to procurement activity. Training has also been provided by procurement service staff to other Directorates that currently conduct their own procurement work. Training on a new EU Directive on Procurement has been delivered to the Procurement Service in February 2015.	Green
1.10 Develop an approach to maximise the benefits to the County Council of increasing supplier use of	March 2015	The number of suppliers engaging with the County Council's new systems is increasing as a result of the steps taken by the Service and BTLs to improve this position. Several working groups involving key stakeholders have been established to review systems, and to try and streamline access and processes to encourage.	Amber

Action	Timescale	Progress	Status
electronic systems.		suppliers to use new systems.	
1.11 Develop a performance management framework to manage key risks and activities and ensure regular monthly reporting that is embedded within the County Council's performance management framework.	December 2014	<p>A report for the Cabinet Committee for Performance Improvement has been prepared and will be reported on a quarterly basis. In addition the Procurement Board will receive regular updates on performance for key activities. These will be reflected in a performance dashboard.</p> <p>Regular monitoring of the Service improvement Plan is also carried out by the procurement service Senior Management Team.</p>	Green
1.12 Cleanse supplier data base and apply agreed organisational classifications, i.e. SMEs, VCFS, to all suppliers.	December 2015	Work has commenced on this exercise. Given the large volume of data and the requirement to agree definitions for the organisational classifications this exercise will require significant resources and an achievable timeframe to complete.	Amber
2. Sustainable Procurement			
2.1 Ensure internal processes proportionate to level of spend (including considering the Gateway Process)	March 2015	A consistent approach using consolidated Gateway documents has been introduced across the different categories of spend.	Green
3. Social Value			
3.1 Develop the County Council's approach to Social Value in Procurement	May 2015	This is currently underway. A task and finish group has been established and initial reports and suggested approaches have been discussed with the Procurement Board. The timeframe for this action has been delayed to allow the new Head of Procurement to have input into the final document before sharing with the Board.	Amber

Action	Timescale	Progress	Status
4. Doing Business with the County Council			
<p>4.1 Ensure customer access and support is appropriate and enables customers to communicate with the service in a way that is accessible and appropriate for business needs.</p> <ul style="list-style-type: none"> • Telephone • Website • Communications to customers including schools, police, fire, district councils etc. 	March 2015	<p>Dedicated customer helpdesks have been established. 'How To' guides are being updated and refreshed to reflect new queries.</p> <p>Further work is however required to improve uptake and to streamline access to the systems. A post implementation review is to be carried out with key stakeholders and BTLS to review processes and identify areas for improvement/change.</p>	Amber
5. Electronic Procurement			
5.1 Implement the corporate e-tendering system, Oracle Sourcing, across all procurement categories.	March 2015	This is in use across all procurement categories.	Green
5.3 Develop a range of payment methods that reflect the needs of the business and customers and that maximise the use of current technology.	March 2015	Work is underway. A range of payment methods already exist and a consultation exercise is currently underway across the County Council to identify any gaps and to establish suitable options.	Green

Action	Timescale	Progress	Status
6. Performance Management			
6.1 Culture change, consistent and effective working practices and models are embedded.	March 2015	<p>Working practices are being reviewed particularly for the new systems. Additional technical, systems and also management training has been implemented as have the principles of the Lancashire Way. Documentation has been reviewed for procurement processes to try and standardise as much as possible. Workforce development activity has been undertaken including;</p> <ul style="list-style-type: none"> • Management training • Cross training between teams to address resilience issues and overcome knowledge gaps • Application of LCC policies in a standardised way across the whole of the service, i.e. sickness. • Vacancies have been filled, where required, to meet demand. 	Green
6.2 Establish a Procurement Board with agreed Terms of Reference that supports the delivery of the County Council's Procurement Strategy.	May 2014	Procurement Board has been established and has met on a monthly basis. Discussions are ongoing to agree the appropriate membership of the Board to reflect the County Council's restructure from 1 April 2015.	Green
7. Our Suppliers			
7.1 Ensure supplier access and support is appropriate and enables suppliers to communicate with the service in a way that is accessible and appropriate for business needs.		Proposals are being developed to develop a skilled and enthusiastic support desk that know the systems and processes and have excellent customer service skills.	Green

Procurement Function Performance Dashboard

January 2015



Duplicate Payments

The Procurement Service takes measures to ensure that potential duplicate payments that the county council might make to suppliers are identified and prevented. This information shows the number and value of such payments that have been identified and prevented.

Duplicates Prevented	Q1	Q2	Q3	Jan'15
No. of Payments	53	67	61	11
Value of Payments	£641,355	£902,071	£380,641	£67,000

Care Portal

The Care Portal was introduced from July 2014 to allow care providers to submit their invoices to the County Council electronically. Figures show % of providers registered to use the portal and % of providers currently using the portal to submit invoices. Work is continuing to encourage providers to register for and use the portal.

	Q1	Q2	Q3	Target	Trend
Registered to use Portal	5.3%	54.7%	70.1%	100%	Positive
Submitting invoices via the portal	N/A	45.9%	52.6%	100%	Positive

Invoice Payment Performance

This information shows how quickly the County Council pays undisputed invoices that it receives. Performance is monitored using % of invoices paid within certain timescales. Time measurement is based from date of invoice to date of payment.

Invoices Paid...	Q1	Q2	Q3	Jan '15	Target
...within 10 days	21.53%	33.85%	34.68	34.73%	No Target
...within 30	74.16%	77.59%	78.58%	68.88%	100%
...after 90	1.74%	3.69%	5.23%	7.78%	0%

Contracts and Challenges Overview

Performance monitored through comparing figures of contracts let to targets assigned by the Procurement Plan.

	Q1	Q2	Q3	Trend
Value of contracts let	£10.85m	£35.586m	£8.69m	Positive
No. contracts let	18	30	25	Positive
Contracts let on time	100%	100%	99%	Positive

Of the 73 contracts let in this period only one legal challenge to procurement processes has been received, with the initial ruling in favour of LCC. There have been no successful challenges.

Invoice Processing

The County Council has the facility to make immediate payments to suppliers for urgent payments. However, making such payments requires extra resource. This information shows the number of payment requests requiring immediate invoices. The lower the number the better.

	Q1	Q2	Q3	Trend
Payment requests requiring immediate invoices.	4,561	2,846	3,005	Stable

Geographic Locations of Contractors

This information shows where suppliers who have been awarded contracts by the County Council so far this year have their base.

Contractor Location	Contract/Framework Arrangement Awarded	Contractors	Annual Value	
Lancashire		49	291	£53.3m
North West		19	73	£16.2m
Other		31	45	£13.2m

Call Handling Times

Performance monitored through tracking average call waiting and handling times, in minutes, for calls to the County Council's accounts payable support line

Accounts Payable Activity	Jan'15	Year to Date
Average Call Wait	00.21	01.21
Average Call Handling	03.34	03.55

Call Answer Times

Performance monitored through tracking volume of incoming calls to the County Council's accounts payable support line, and how many are answered

Accounts Payable Activity	Jan'15	Year to Date	Target
% Calls Answered	95.55%		90%
Volume Calls Offered	3,319	22,380	
Volume Calls Answered	3,158	18,882	

Savings

The Procurement Service has assisted service areas in achieving the following savings per annum during the year.

Number of Contracts	Total Savings per annum
26	£2,465,791

Key: Blue – For Information. Green - On Target. Amber – Issues that may Affect Target. Red – Missed Target.

