Lancashire County Council

Cabinet Committee on Performance Improvement

Monday, 8th June, 2015 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee 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 10 March 2015   (Pages 1 - 4)

4.   Quarterly Corporate Performance Monitoring and Improvement - Quarter Four 2014/15 Report   (Pages 5 - 12)

5.   Children Looked After Health Assessments Recovery Plan   (Pages 13 - 16)

6.   Update on the response to Ofsted Inspection of Lancashire Adult Learning   (Pages 17 - 42)

7.   BT Lancashire Services Limited Service Governance and Performance Monitoring Report   (Pages 43 - 56)

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

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County
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The next meeting of the Cabinet Committee on Performance Improvement will be held on Tuesday 28 July 2015 at 2.00pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall.

I Young
Director of Governance,
Finance and Public Services

County Hall
Preston

Lancashire County Council

Cabinet Committee on Performance Improvement

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

Present:

County Councillor Jennifer Mein (Chair)

County Councillors

D Borrow   M Tomlinson
B Winlow

1.   Apologies for Absence

Apologies for absence were received from County Councillor Tony Martin and County Councillor Geoff Driver.

2.   Disclosure of Pecuniary and Non-Pecuniary Interests

None declared

3.   Minutes of the Meeting held on 4 February 2015

Resolved: - That the minutes of the meeting held on 4 February 2015 be agreed as a true and accurate record and be signed by the Chair.

4.   Quarterly Corporate Performance Monitoring and Improvement Quarter 3 2014/15 Report

Michael Walder, Senior Policy and Performance Officer, presented a report setting out details of corporate performance monitoring for the third quarter of 2014/15 (October - December) which showed that 70% of the total number of Directorate Key Performance Indicators were performing relatively well and were on track/target and/or improving.

Reference was made to three areas of under-performance, i.e. the proportion of Children Looked After with an up to date Health Assessment and Deprivation of Liberty Safeguards, both of which had been previously considered by the Cabinet Committee, together with the level of debt owed to the County Council, which was the subject of a recovery plan on the agenda for this meeting.

Lisa Kitto, Deputy County Treasurer and Damon Lawrenson, Interim Director of Financial Resources, attended and presented a recovery plan in respect of debt owed to the County Council.

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It was reported that, since the previous quarter, the total debt owed to the County Council had increased by £7.1m to £37.44m as at 31 December 2014. Debt consisted of care debt (social care) and corporate debt. It was reported that the level of debt for the most recent quarter had risen due to a number of factors as follows:

- A typical spike in outstanding debts in October due to invoices raised by schools at the start of the academic year;
- The impact on direct debit take-up of the introduction of Liquidlogic with a steps being taken on address the issues;
- Care debt being the primary reason for increases in the outstanding debt amount.

It was reported that a review of processes and working practices had been undertaken by the Internal Audit Team and it had been agreed that there would be six distinct areas of focus. The recovery plan set out in detail the work that had been undertaken on each of those areas of focus together with information regarding the appointment of Rossendales as the County Council's new external Debt Collection Agency.

In addition, a number of other actions were in place to address the underperformance as follows:

- Establishment of a Debt Management Programme Board;
- Additional resources allocated to the Debt Management Team;
- Utilising Information Technology to Improve Collection Success;
- Increased Resources for Budget Holders.

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

5.   **Customer Access Performance Report**

Phyl Chapman, Head of Customer Access Service, attended and presented a report setting out an update on the operation of the County Council's Customer Access Service.

Specific reference was made to the Blue Badge Service and the work undertaken to analyse why call volumes to the Blue Badge line had increased. It was identified that over 40% of the calls monitored were from customers chasing up applications. In October 2014, there was 2,500 pieces of work outstanding in respect of Blue Badge applications with a processing time of five weeks. In order to address this, six advisors had been trained to process applications and processing time had been reduced to five days.

It was noted that the Blue Badge system was a national system with no face to face facilities. In order to support the very small number of individuals unable to use online processes, the Customer Access Service provided 1:1 appointments which were 30/40 minutes in duration. There were 12 Telly Talk units across

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Lancashire but it was noted that the IT equipment was now in need of replacement.

The introduction of the 0300 telephone number had been a success with uptake having reached 78%. The report also set out a number of other areas with which the Customer Access Serviced had been involved, e.g. the introduction of the Care Act and the Integrated Wellbeing Service.

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

6. Key Stage 4 Achievement 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 on the achievement of pupils in Lancashire at the end of Key Stage 4.

It was reported that the performance of all pupils was generally in line with, or above, the national average and compares favourably with the North West average.

The report highlighted the performance of pupils eligible for Free School Meals which was below the national and North West average. In order to address this, a recovery plan was set out at Appendix 'B' to the report.

It was noted that previously there had been a focus on the achievement of White British boys in English and, as a result, attainment in English in 2014 improving. There had, however, been a fall in attainment for Maths which had impacted on the overall attainment figures.

Reference was made to the decision by the Secretary of State that vocational qualifications would no longer count in terms of measuring attainment and that this had had a significant impact.

It was reported that, overall, Lancashire secondary schools were improving at a faster rate (15 - 16%) than the national average (7 - 8%).

Resolved: - That the report and recovery plan set out at Appendix 'B', now presented, be noted.

7. Implementation of the Procurement Service Improvement Plan

Lisa Kitto, Deputy County Treasurer, attended and presented a report setting out an update on the progress made to date in implementing the Procurement Service improvement plan and the current performance of the service against key performance indicators.

It was reported that, since returning to the County Council from the former strategic partnership, the procurement service, together with the Service Improvement Plan, had been a key area of focus for the County Council.

Reference was made to two key areas within the plan, namely the Procurement Strategy and the Procurement Board. An updated Performance Dashboard now included data on payment performance; procurement performance; supporting suppliers and savings.

It was reported that the majority of work in relation to the plan was progressing well and reference was made to those areas deemed to have an amber status where there had been delays and the work undertaken to progress them.

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

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 Monday 8 June 2015 at 2.00pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall.

I Young
County Secretary and Solicitor

County Hall
Preston

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Cabinet Committee on Performance Improvement
Meeting to be held on 8 June 2015

Part I

Electoral Division affected: All

**Quarterly Corporate Performance Monitoring and Improvement –
Quarter Four 2014/15 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 Four 2014/15 (January – March 2015) details that 69% of the total number of Directorate Key Performance Indicators reported across each of their Quarter Four Quality of Service Reports are performing relatively well and are on track/target and/or improving.

As this Quarter's reporting also monitors the year-end performance of many of the indicators, a brief overview giving an update on performance in several key areas and pending/possible future reports to the committee along with some 2014/15 performance highlights is included in this report.

Recommendation

The Cabinet Committee on Performance Improvement is asked to comment on the reported performance for Quarter Four (year-end) and request further reports relating to the information provided as applicable.

Background and Advice

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

The previous Corporate Strategy had a timescale up to April 2013 and although a new 'Strategic Direction' document was agreed at Cabinet on 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.

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Quarterly Quality of Service reports are now produced which give 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 Quality of Service report gives details of performance against Key Performance Indicators for that quarter.

This amalgamated suite of indicators for Quarter Four has been used to provide a corporate overview of performance report.

Monitoring across these Quarter Four indicators reveals 69% are performing relatively well and are on track/meeting targets and/or improving.

As this quarter's reporting also monitors the year-end performance of many of the indicators, a brief overview of performance giving an update on performance in several key areas and pending/possible future reports to the committee along with some 2014/15 performance highlights is included in this report.

Performance update(s)

Deprivation of Liberty Safeguarding (DoLS) applications

Deprivation of liberty criteria changed significantly in March 2014 following the Supreme Court ruling in respect of Cheshire West and Surrey Councils. As a consequence the number of DoLS applications has risen from a 2013/14 average of 23 per month to 412 valid applications per month in 2014/15 Quarter Four.

The Department of Health has made a one-off grant of £25 million available for DoLS nationally, of which Lancashire was awarded £588,603 (the 4th highest award to any local authority). Each grant is to be deployed as each authority decides. However, to help inform and spread best practice, the Department is asking that each local authority sends a short return detailing how these additional funds have been spent.

The scope of the grant will include DoLS applications, Court of Protection applications, increased demand on Coroner services and increased demand for Independent Mental Capacity Advocacy services, but the grant is inadequate to address all issues. There is still a significant backlog of applications which have yet to be assessed.

A report was presented to the Committee on 4 February 2015 and an update/progress report is scheduled to be presented to the 28 July 2015 meeting.

Averaged aged debtors

The total debt owed to the County Council was £50.5m at the end of March 2015. This is an increase of £13.6m since the end of the previous quarter. On an annual basis it is always expected that outstanding debt will "spike" at the end of March due to annual invoices being raised at the financial year end. The majority of this increased debt has subsequently been paid in April 2015 with debt falling to £36.2m (which is lower that the value of outstanding debt reported at the end of Quarter

Three). The majority of debt owed is from within 6 months. A Debt Collection Project is currently underway with a high priority being to collect debt in a more timely way and therefore reduce the levels of outstanding debt for the County Council.

A report on debt recovery was presented to the last meeting of the Cabinet Committee (10 March 2015) with an update report requested, and scheduled, to be presented to the 28 July 2015 meeting.

Adoptions

According to the latest national Scorecard, Lancashire's performance is as predicted and does not meet the Government's threshold targets. Despite this, more children have been placed for adoption than the previous year, and timescales for placement are projected to improve. The number of adoption orders granted (including Voluntary Adoption Agency and other agency adoptions) increased to 121 at the end of 2014/15, from 83 during 2013/14 and 75 during 2012/13.

In respect of the published adoption scorecard, during 2011-14:
- The average time between a child entering care and moving in with their adoptive family (779 days) had decreased by 7 days when compared to 2010-13 period (786 days). This figure was still higher than the national average (628 days) and the national scorecard threshold for Lancashire 547 days.
- The average number of days between receiving court authority to place a child to be adopted and the authority deciding on a match to an adoptive family (272 days) had increased by 18 days when compared to the 2010-13 period (254 days). This figure was still higher than the national average (217 days) and national scorecard threshold for Lancashire 152 days.

The current year-end figures are projecting a potential improvement for Lancashire in relation to these indicators.

The last Committee report on progress with adoptions and permanence was presented to the 4 March 2014 meeting.

NHS Health Checks

In 2014 15 33,600 Health Checks were completed in Lancashire with the highest number (9,572) in East Lancashire. The number of Health Checks rose in Quarter 4 (7,933 – against 7,660 in quarter 3) but is down on quarter 1 (8,788) and Quarter 2 (9,219)

The last report on progress with NHS Health Checks was presented to the 30 July 2014 meeting.

2014/15 Performance highlights

Adult Social Care Survey – Annual returns have recently been compiled and highlights include:
- Social care-related quality of life – Lancashire improved their performance to 19.5 from 19.1 against a national average of 19.

- The proportion of people who use services who have control over their daily life - Lancashire improved their performance to 84.1% from 76.3% against a national average of 76.8%.
- Overall satisfaction of people who use the service with their care and support - Lancashire improved their performance to 70.2% from 64.9% against a national average of 64.8%.
- The proportion of people who use services who feel safe – 88.9% from 73% against a national average of 79.1
- During 2013, the number (547) and rate (26.2 per 1,000) of Lancashire under-18 conceptions had decreased when compared with the previous year (603 and 28.7). In fact the 2013 rate was the lowest recorded since 1998. Lancashire's rate was similar to the regional (27.6), statistical neighbour (26.0) and national (24.3) rates.
- During 2013/14, approximately 975 pupils (21.8%) achieved grades AAB or better at GCE A level. Lancashire remains significantly above the national (19.5%), regional (16.3%) and statistical neighbours (13.2%) averages. In fact Lancashire are in the top 10% nationally for this indicator and ranked 12th amongst all national authorities.
- During November 2014 and January 2015, the proportion of Lancashire 16-18 year olds not in education, employment or training (NEET), had continued to reduce, to 5.0% (approximately 1,887 16-18 year olds) when compared to the previous year (November 2013 and January 2014;5.3%). At district level, Preston (7.9%), Burnley (6.1%), Lancaster (5.6%), Pendle (5.3%) and Hyndburn (5.1%) all had NEET rates higher than Lancashire.
- During 2013/14, the overall absence level in all Lancashire schools had decreased to 4.0% when compared to the previous year (4.8%) and was lower than the national (4.4%), regional (4.4%) and statistical neighbour (4.3%) averages. During the same period 3% of pupils were classed as persistent absentees (defined as having an overall absence rate of around 15 per cent or more) and this was significantly lower than the national (3.6%), regional (3.6%) and statistical neighbour (4.3%) averages.
- Data published by Ofsted (in April 2015) suggests that as at 31st March 2015, the number of primary schools judged as inadequate reduced (from 3 to 2); no special schools are currently judged as inadequate. The proportions of Lancashire nursery, primary, secondary and special schools judged as good or outstanding remain above the national average. Current internal data suggests the number of children's homes judged as good or outstanding has increased to 16 (89%).
- Between April 2014 and March 2015, a total of 67,555 carriageway and footway defects have been identified by regular Highway Safety Inspections, or have been reported by the public. Of these 65,409 (97%) were repaired within 20 working days, therefore the 90% target is currently being achieved
- The average time taken to repair a County Council street lighting fault, excluding those requiring traffic management, during Q4 2014/15 was 2.62 days which is well within the service standard of 5 working days. This is an improvement on the same period last year with average repairs having taken 0.54 days less (3.16 day average last year for 5268 repairs). In total 16,161 faults were recorded during 2014/15 (compared with a total of 16,914 faults in

2013/14). The average time taken to repair all faults was 3.46 days in 2014/15.

- Through the use of test purchases, 82% of retailers refused to sell alcohol products to underage people in Q4 meeting the current target.
- The percentage of FOI requests answered within the statutory deadline (83.5%) met the 80% target.
- All customer satisfaction rating targets for calls across AskHR and AskPensions were attained during the quarter.
- The Blue Badge Applications processing times have decreased by 3 weeks and are processed within 1 week of receipt.
- Investment in High Value Companies - In terms of Q4 performance regarding business investments, we have invested £660,000 in 6 companies. This brings the total investment to £2,050,000 for the year in 16 Rosebud companies.

Consultations

Members 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.

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Report to the Cabinet Committee on Performance Improvement – 'Quarterly Corporate Performance - Quarter 3 2014/15 Report	12 March 2015	Michael Walder, Business Intelligence Team, 01772 533637
Report to the Cabinet Committee on Performance Improvement – 'Quarterly Corporate Performance - Quarter 2 2014/15 Report	11 December 2014	Michael Walder, Business Intelligence Team, 01772 533637.
Report to the Cabinet Committee on Performance Improvement – 'Quarterly Corporate Performance - Quarter 1 2014/15 Report	1 October 2014	Michael Walder, Business Intelligence Team, 01772 533637.

Cabinet Committee on Performance Improvement – Proposed items & key dates 2015   Appendix A

Date of Meeting*	Chairs Briefing**	Agenda Setting**	Schedule/Proposed Agenda Items
28 July 2015	24 July 2015	22 June 2015 11.30am	- HR report - DoLs update - Waste Management (quarterly report) - Debt Management
5 October 2015	2 October 2015	10 August 2015 3.30pm	- Q1 Corporate PM report - Procurement - CLA Educational attainment - Adult Learning PIAP - Corporate Complaints (annual report) * Potentially a July item – though likely to be an item at Oct meeting due to awaiting ombudsman annual report
30 November 2015	26 November 2015		- Q2 Corporate PM report* Timing may be problematic - Customer Access - Waste Management (quarterly report) - BTLS - HR report

Additional CCPI meeting are scheduled for: 1 February 2016 & 7 March 2016 – schedule to be confirmed.
30/11/15 date problematic for Q2 QoS reporting. Looking at rearranging for December 2015

* All CCPI meetings will take place in The Diamond Jubilee Room - formerly Cabinet Room 'B' - County Hall at 2pm unless stated otherwise.
* Subject to potential change **All Chairs Briefings & Agenda setting meetings will take place in The Leader's office – Christ Church Precinct.

Cabinet Committee on Performance Improvement
Meeting to be held on 8 June 2015

Electoral Division affected:
All

Children Looked After Health Assessments Recovery Plan

Contact for further information:
Diane Booth, (01282) 470129 Directorate for Children and Young People
Diane.booth@lancashire.gov.uk

Executive Summary

This report provides an update on the Recovery Plan around Health Assessments completed for Children Looked After (CLA).

Recommendation

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

Background and Advice

The following report outlines an update on Lancashire performance against the Department for Education indicator for children looked after (CLA) with an up to date health assessment. This is one of the key performance indicators that the local authority is measured against.

The statutory requirement is that all children should have an Initial Health Assessment (IHA) within four weeks of being placed. Thereafter children under the age of five are seen every six months and over fives are seen yearly for a Review Health Assessment (RHA).

Q1 of 2014/2015 demonstrated a continual decline in performance to an in-year low of 52.5% (June 2014), however rates improved in Q2 and this recovery continued within Q3 and Q4 with perfromance recovering to rates reported 12 months ago. With a similar rate of CLA March 2014, data as at March 2015 demontrates an improvement of 2% on year end performance.

As at 31 March 2015, of the 1617 children in care, 1343 children (83.1%) had a health assessment completed in the year, with 259 children overdue a health assessment. The remaining 15 children (0.9%) had refused a health assessment.

Current in year health assessment performance for all looked after children is 83.1% (achieved on 7 April 2015).

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For children who have been looked after for 12 months or more, performance is 85.2% (achieved on 7 April 2015). 85.2% is the figure reported to DfE that Ofsted will be interested in.

An average of 90%, strong performance is demonstrated in east Lancashire, in particularly Pendle where 94% health assessments took place within timescales. Contrastingly central Lancashire presents the lowest performance for timeliness of health assessments with only 75% of assessments taking place in time. West Lancashire (70%), coupled with Preston (72%) were the lowest performing districts.

Our health colleagues centrally report that whilst the co-ordination of the statutory health assessments is maintained by the central children looked after (CLA) nurses, there are a number of contributory factors affecting their timely completion. Challenges arise with particular relation to IHAs, which are completed by paediatricians for children looked after originating from central Lancashire who are placed out of area (OOA).

The children placed OOA, present exceptions regarding the timely completion as they are often not regarded as a priority by the receiving authority lying outside of Lancashire's boundaries. The CLA nurse has little influence over this decision, however, the issue is repeatedly highlighted with the designated nurse within the clinical commissioning groups for health and escalated accordingly. Robust chase - up systems are in place in an attempt to ensure that health assessments are undertaken within an acceptable period of time.

The issue of OOA health assessments exemptions is not unique to central Lancashire and is the focus of a multi-agency task and finish strategic group that has recently been established following the publication of new statutory guidance regarding the health of children looked after. This group will develop integrated service specifications for children looked after placed outside of the area with a clear and robust outcomes framework that targets timeliness and quality and will be built around payment by results.

There are currently 291 children and young people from Lancashire placed out of area.

Despite the persisting challenges, performance for timeliness of health assessments for children looked after as a whole for 12 months or more demonstrates a significant improvement on March 2014, with performance improving 13% from 72.2%. Data as at 31 March 2015 draws similar comparisons to the strong performance rates witnessed as at March 2013 (85.1%).

As reported at the October and December Committee, a full recovery plan has been implemented to address this area of performance. The establishment of multi-agency locality operational tracking groups and a strategic performance monitoring group has reduced duplication, improved data recording and reporting and resolved most barriers to improvement.

Performance is expected to continue to improve further over the coming months. However, if there were to be an increase in children looked after, requiring a greater

number of health assessments within the same resource envelope, then this could have a detrimental impact.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

Health assessments are a key performance indicator that Ofsted will use in its assessment of the local authority. Failure to address the decline in the reported number of health assessments on the LCS system is an Ofsted inspection risk.

List of Background Papers

Paper	Date	Contact/Directorate/Tel
Recovery Plan to CCPI – part of Quarter 1 Corporate Performance Report	1 October 2014	Michael Walder,
Health Assessments Recovery Plan – Children Looked After	11 December 2014	Michael Walder

Reason for inclusion in Part II, if appropriate

N/A

Cabinet Committee on Performance Improvement
Meeting to be held on 8 June 2015

Electoral Division affected:
All

Update on the response to Ofsted Inspection of Lancashire Adult Learning
(Appendices 'A' and 'B' refer)

Contact for further information:
Eddie Sutton, 01772 533475, Director of Development and Corporate Services
Eddie.sutton@lancashire.gov.uk

Executive Summary

The report provides an update for the Cabinet Committee on Performance Improvement on the County Council's response to the Ofsted inspection of Lancashire Adult Learning.

Recommendation

The Cabinet Committee on Performance Improvement is recommended to note the progress to date in implementing the actions set out in the Post Inspection Action Plan set out at Appendix 'A' to this report.

Background and Advice

1. Background

On 5 February 2015, the Cabinet Committee on Performance Improvement received a report on the County Council's proposed response to Ofsted's overall assessment of Grade 4, Inadequate of Lancashire Adult Learning (LAL) following Ofsted's inspection of LAL from 3-7 November 2014.

2. Ofsted Follow up re-inspection monitoring visit

Ofsted carried out a second follow up re-inspection monitoring visit to LAL on 17 March 2015. A copy of Ofsted's follow up re-inspection monitoring visit report is attached at Appendix 'B'. Overall, assessed against the key themes set out in the report Ofsted assessed that there had been a reasonable improvement for learners.

3. Post Inspection Action Plan

As a result of the grade 4 assessment the Skills Funding Agency (SFA) issued a notice of concern to the County Council. An immediate consequence of Ofsted classifying LAL as inadequate is that the SFA required receipt of a Post Inspection Action Plan ("**PIAP**"). The PIAP identifies the actions and timescales that will rectify the issues raised in the Ofsted inspection report and the Further Education

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Commissioner's report. The latest version of the PIAP, as at early May 2015 is attached at Appendix 'A'.

The PIAP is based on the following key themes:

- Leadership and Management: Improve the governance of the provision by introducing frequent scheduled opportunities for governors to support and hold managers to account. Ensure clarity of roles and responsibilities within the senior leadership team;

- Quality of Teaching and Learning: Improve the quality of teaching, learning and assessment to ensure that all learners benefit from high standards of teaching and learning;

- Outcomes: Ensure the rapid improvement of learner outcomes through close monitoring of progress and achievement;

- Data: Improve the use of data and feedback as an effective tool to manage and improve the provision and to provide frequent measures of learner achievements and, in particular the wider impact of Community Learning;

- The Further Education Commissioner: Implementing the Further Education Commissioner's recommendations.

Consultations

The County Council is consulting Ofsted and the SFA on the content and the implementation PIAP.

Implications:

This item has the following implications, as indicated:
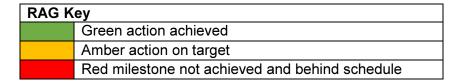
Risk management

The consequence of not implementing the PIAP is that the County Council will not be able to address the Ofsted report which is likely to result in the Skills Funding Agency and/or the FE Commissioner imposing its own PIAP.

List of Background Papers

Paper   Date   Contact/Directorate/Tel

None

Lancashire Adult Learning
Post Inspection Action Plan

Lancashire County Council

RAG Key	
🟩	Green action achieved
🟧	Amber action on target
🟥	Red milestone not achieved and behind schedule

Acronyms	
AP	Assistant Principal
CM	Curriculum Manager
ACM	Assistant curriculum manager
ADv.AP	Advanced Practitioner
CPD	Continuous Professional Development
LST	Learning Support Tutor
OTL	Observation of Teaching and Learning
LC	Lancashire College (Chorley site)
TACL	Adult College – Lancaster Site
SRI	Subject requiring improvement

1	LEADERSHIP AND MANAGEMENT:
	• Improve the governance of the provision by introducing frequent scheduled opportunities for governors to support and hold managers to account
	• Ensure clarity of roles and responsibilities within the senior leadership team

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
1.1	Ensure clarity of roles and responsibilities within the senior leadership team impacts upon effective quality improvement.	Senior leadership team established that impacts upon improvements of learner experience and outcomes	Jul 15	• Interim Principal in post by Jan 15	Asst. Chief Executive	Achieved. Leadership now in place to drive forward leadership strategy and governance.	🟩
				• Interim Deputy in post by Jan 15	Asst. Chief Executive	Achieved. Leadership now in place to implement quality improvement arrangements.	🟩
				• New interim senior leadership team appointed by July 15	Board of Governors	In progress. Draft outline structure for senior and middle management. Proposed new structure and consultation period announced on 30.4.15 Consultation period closes 22.5.15	🟧
				• Appoint permanent SLT by	Board of	Proposed draft structure to be presented	🟧

T.Baron 7.5.15

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
				July 2016.	Governors	to Board Away Day 20.4.15	
				• Implement new middle management structure by July 15.	Board of Governors	Draft outline structure for senior management and middle management costs within grant income and to go to staff for consultation w/c 20.4.15.	
				• Agree sustainable structure and model for delivery and structure by March 15	Interim Principal	Structure proposed for costing against projected grant income. Structure to go to staff for consultation week commencing 20.4.15 See milestone 3 1.1	
1.2	Improve the governance of the provision by introducing frequent scheduled opportunities for governors to support and to hold managers to account for delivering high quality in all aspects of learners' experience and achievement.	Governing body has a detailed knowledge of the organisation and its priorities and holds the senior leadership team to account	Jul 15	• Identify Board Members, appoint Clerk, agree timetable of meetings by end March 15	Interim Principal	Board members identified; Clerk appointed. First meeting arranged for 11 March. Timetable of meetings schedule for the academic year	
				• Agree roles and responsibilities of LAL Board and relationship with LCC by end March 15	Asst. Chief Executive	Draft instruments and articles prepared. Governor Away Day to set vision and strategic objectives for the College on 20 April. Governor Away day agreed and outlined the principles and purpose of the College	
				• NLG identified to provide governance training for new board by April 15	Interim Principal	External trainer identified for Governor Away Day.	
				• Approval of Board data sets to inform monitoring of progress by April 15	Interim Principal	Draft KP Dashboard distributed to board for comment and approval at first board meeting. KPIs with a focus on teaching and learning distributed for board meeting 15.5.15	
				• Governors review quality improvement arrangements provide challenge to senior managers May 15	Board of Governors	Data dashboard to be agreed at Governor Away day as the main source of monitoring improvements against key priorities. Agreed	
1.3	Ensure the rapid improvement of the quality of provision through accurate self-assessment	Rigorous self-assessment which accurately reflects	Jun 15	• Introduced revised self-assessment tool against the Common Inspection	Interim Deputy	Self–assessment tool revised and shared with CMs and ACM team. Quality road shows commenced and	

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
	through thorough and frequent monitoring of challenging and measurable quality improvement plans which contain clear targets and milestones.	the provision, identifies actions for improvement and monitors progress		framework by Jan 15		booked until end April 2015.	🟩
				• Staff understand how to apply judgements using key information by March 15	Interim Deputy	External training consultant delivered training session 20/1/15 on producing robust self-assessment reports Coaching sessions with curriculum team managers booked. Follow up coaching post February half term and one to one surgeries.	🟩
				• Curriculum SAR level action plans (QIPs) in place to enable monitoring improvements March 15	Interim Deputy	External validation taken place 12 & 18 March. Feedback from scrutiny during March Ofsted monitoring visit suggests that the impact of actions carried out should be commented upon. Further work required and to be completed by end April 2015. SARs completed and additional work required on QIPs in terms of measuring impact.	🟧
				• Source and introduce External validation of subject self-assessments by Apr 15	Interim Deputy	SAR Validation panels booked for 12 and 18 March. External consultant (Ofsted AI) will attend the panel; governor representatives invited. External validation taken place 12 & 18 March, further amendments to be actioned w/c 23.3.15 on evidence against judgments and QIPs. External consultant coaching teams.	🟧
				• Introduce whole organisation quality cycle identifying key quality measures, interventions and monitoring processes through the year by March 15	Interim Deputy	NCC draft cycle used a as guide to inform LAL's Community Learning focused Quality Cycle. Quality Cycle currently under second revision. Quality Cycle shared and implemented with CMs and ACms. 13.3.15.	🟩
1.4	Ensure safeguarding procedures are consistently applied across	Action plan implemented and	Jun 15	• Review current policies and procedures for child	Asst. Principal	E-Safety Policy has been agreed and Child Protection; Safeguarding Adults to	🟧

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
	the provision and in particular address the needs of all learners.	meets the needs of all learners		protection and vulnerable adults by Feb 15		be endorsed 19.4.15. These policies are being communicated electronically and via training (on-going March until July) mandatory for all staff. Safeguarding topics have been incorporated into the college CPD plan. These include radicalisation and extremism; child sexual exploitation; e-safety; information assurance. External Prevent Co-coordinator for North West delivering mandatory training for all managers and identified teachers on June 22 and 23rd. Further development will include honour based violence awareness training and FGM) New post of Welfare and Safeguarding Officer included in the new structure.	(amber)
				• Central collation of risk assessments on vulnerable learners by Apr 15	Asst. Principal	Central record is now housed in learning support office at the Chorley site. Protected passwords are available to DSPs.	(amber)
				• Establish reporting structure for regular reports regarding safeguarding by Feb 15	Asst. Principal	Head of Learning Support provides regular updates on safeguarding incidents to the AP Community Learning. This is a regular agenda item at weekly SMT meetings	(green)

2   QUALITY OF TEACHING AND LEARNING:

- Improve the quality of teaching learning and assessment to ensure that all learners benefit from high standards of teaching and learning

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
2.1	Improve the quality of teaching, learning and assessment to ensure that all learners benefit from high standards of teaching and learning.	Improved rigour and accuracy of the observation of teaching and learning assessment to assure high quality of teaching, learning and assessment to identify and share good practice, and common aspects of weak practice will be improved.	Jun 15	Review and up-skill the core observation team by Jan 15	Interim Deputy	Team identified and training carried out by external trainer Jan 15.	🟩
				Lesson observation process revised, shared and introduced which accurately identifies actions following lesson observation grades Feb 15.	Interim Deputy	Process introduced and in use. Lesson observations being carried out March to end April 2015. Increased focus on lesson observations together with CPD action plans and across the week CPD activity following Ofsted monitoring visit in March. All red book teaching posts (including leadership and management team) in the new structure will be appointed based upon a good/outstanding micro teach session as part of the interview process.	🟧
				Performance Management Process are revised and aligns with FE & April 15	Interim Deputy Principal	LCC HR project Officer assigned to the college. 3 part time teachers staff progressed to Stage 1 of the performance management process as a result of a second lesson observation; of those 3 2 are no longer teaching at the college.	🟧
				Introduce baseline performance for OTL Profile; 33% Outstanding, 64% Good. July 15	Interim Deputy	Increased rigour in lesson observations demonstrates lesson observation profile is poor: of those targeted lessons (SRIs and re-observations) from 2013/14 the grade profile is 29% Good 56% Requires Improvement. 118 lesson observation carried out to date and the profile is improving. Overall 77% good or better (65% good 12% outstanding); 21% requires improvement and 2% inadequate.	🟧

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
				Introduce whole organisation CPD with a focus on improving and sharing best practice in teaching learning and assessment by June 15	Interim Deputy	Fortnightly Interim DP's Quality Briefings across 3 sites include focus on outstanding teaching and learning. Cross curricular staff attended sharing practice day in use of VLE at Nelson & Colne College. Functional Skills CM shared assessment practice with Foundation Learning Manager at Nelson & Colne College. Joint partnership with NCC made to the Education and Training Foundation for a mathematics graduate. This post based at NCC will release experienced functional mathematics teachers to share best practice in teaching mathematics with LAL. NCC Improvement Practitioner for LDD Programmes visited the college to conduct a professional discussion on the focus and purpose of LDD delivery. As a result a series of best practice meetings and peer observations schedule and in place. 'Wonderful Wednesdays' TL&A professional development schedule for every Wednesday until July disseminated. First session on Wednesday 15 April. NCC ILT Co-ordinator to work with teaching staff to support introduction of ILT in lessons; this will form part of the 'Wonderful Wednesday' sessions. External trainer identified to work closely with the manager responsible for	

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
						delivering the CPD programme to support and mentor teaching staff. Commences 20/4/15. External trainer delivering sessions Tues-Wednesday throughout the day and into twilight session. Attendance at some of the sessions is disappointing which is now picked up and reported on at CMT.	🟧
				Introduce external validation and moderation activities by March 15	Interim Deputy	All lessons are dual observed and moderated. The Quality Manager moderates completed lesson observations and overseen by FE Consultant.	🟩
2.2	Improve the learner experience through the use of learning technologies	A range of learning technologies are in place and used to enhance learning and progress	June 15	Upgrade college's VLE platform	Interim Deputy	The VLE (Moodle) is now upgraded to version 2.8 NCCs VLE Lead is assisting curriculum teams with transition onto new site. NCCs VLE Lead is delivering training sessions for all teaching staff as part of Wonderful Wednesday CPD sessions. First session planned for 22.4.15	🟧
				Complete audit of current use of ILT and source new ILT resources to address Gaps.	Interim Deputy	Learning technologies project bid written for additional funding to secure new technologies. *Learning Technologies bid unsuccessful.* Following 'out of the box' teacher training event delivered by NCC ILT Co-ordinator a list of ILT resources is going through LCC procurement with BTLS. *However this can take up to 6 weeks for purchases to come through*	🟥
2.3	Improve employer engagement in employability programmes to ensure meaningful work experience is available	Learners on employability programmes have access to identified	June 15	Work related learning opportunities identified through current employer training providers. April 15	Asst. Principal	Learning opportunities have been identified; further collation is required by April 18th	🟧

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
		work experience opportunities.		Pathways and signposting process from employability programmes in place April 15.	Asst. Principal	Pathways task and finish group set to be complete by April 15th. Clearer signposting is now in place and collation of impact of this process; 133 referrals of those 57 have work placements (23%); 12 have moved directly into employment (11%); 40 have progressed to further training (30%). A total of 64% have positive work related progression.	🟩
				All Learners on level 1 employability programmes undertake work experience and/or work related activities that is appropriate to their learning outcomes. May 15	Asst. Principal	Learners on level 1 Customer Care and Business Administration courses undertake either 2 days per week throughout the duration of their course. Further work to be carried out to secure work experience for learners on social care courses. Level 1 learners are now assisted to secure substantial work experience prior to starting level 2 employability courses.	🟧
2.4	Ensure that initial assessment collects key information on learners' starting points and aspirations and all tutors are skilled in the setting and use of clear, challenging and achievable targets for learners on accredited and non-accredited courses	Initial assessment clearly identifies starting points, sets achievable targets which are monitored and learners achieve their personal learning goals.	Jun 15	All learners access and complete an initial assessment which informs ILPs in place by March 15	Asst. Principal	ACMs and CMs completed RARPA training. Minimum standards for RARPA disseminated to tutors and followed up in team meetings. Attendance at national RARPA/Ofsted event attended by curriculum managers; dissemination through CMT team and disseminated through CPD event	🟧
				Evaluate RARPA process to ensure fit for purpose March 15.	Asst. Principal	Internal verification of ILPS against RARPA process complete in Feb 15. Minor revisions taken place and fed back to teams to implement. Follow up moderation activity on 5 May	🟩
2.5	Develop learning activities to widen learners' perceptions of	Equality and diversity is	Mar 15	Establish service-wide E&D group by March 15	Asst. Principal	Group established and first meeting taken place. Initial staff training taken place but	🟧

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
	equality and diversity and celebrate differences.	positively identified and promoted within all curriculum areas.				further training identified.	
				Monitor and measure impact of E&D opportunities by Jun 15	Asst. Principal		
				Introduce learner voice activities to measure effectiveness of E&D activities in the curriculum by Jun 15	Asst. Principal	E & D specific questions included in learner voice week commencing 27 April-1 May. Results being collated.	
2.6	Ensure learners receive effective support to overcome any barriers to their progress and achievement.	Improved retention of Level 1 learners from 90.0% to 96%	Jul 15	Review process for identifying timely support of learners at risk by Jan 15	Asst. Principal	New process in place. Impact yet to be assessed. MIS and Learning Support manager have now got a suite of data reports that reflect Pro-achieve, the following reports identify learner in receipt of support; their achievement in comparison to those who don't engage. The team are working on capturing timeliness information.	
				Include specific LST/teacher training within CPD plan by Mar 15	Asst. Principal	CPD Plan contains under section 4 planned staff development July 2015.	
				Measure impact of in-class support by Jul 15	Asst. Principal	Data collection meeting taken place to identify specific data reports to measure impact of learning support; draft reports to be produced by 20 April. Draft reports suggest those in receipt of support are achieving at a better rate than those not receiving support.	

3 OUTCOMES:

- Ensure the rapid improvement of learner outcomes through close monitoring of progress and achievement.

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
3.1	**Address declining success on qualifications.** L2 teaching and learning	All success rates above national average and declining trends reversed from 71.1% (2013-14) to 83% (Nat av. 81.3%)	Aug 15	Introduce regular curriculum performance review meetings to monitor retention and progress by Jan 15	Asst. Principal	Weekly retention reports agreed and actioned for w/c 19 Jan. Performance monitoring meetings identified on Quality Cycle, first meetings taken place. SRIs identified through QSR reports and current potential at risk. SRI meetings attended by APs, CMs and ACMs.	
				Clarify reporting responsibilities against subjects by Jan 15		Reporting responsibilities confirmed and re-coding taken place to reflect changes.	
	L2 Cert Prep to Work in Adult Social Care	from 66.7% (2013-14) to 85% (provider group average 78.4%)		Improve accessibility to key sets data through development of MIS by Feb 15		Successful trial of 'patch' on ILR enables APs to view primary source data and share with CMs. New ILR software now procured and in place. Weekly retention reports emailed to all CMs and APs. Staff training taken place followed up by regular monthly meeting with MIS manager for support. Trial KPI Dashboard available to be shared with governors for first governor meeting.	
	L2 Award in Counselling Concepts	from 75% (2013-14) to 88% (Nat av. 85.3%)					
	L2 Award in Support Work in Schools	from 71.1% (2013-14) to 85% (Nat av. 81.3%)					
	GCSE Science	from 78.6% in 2013/14 to 82% (Nat Ave. 80.2%)					
	GCSE Mathematics	78.9% in 2013/14 to 83% (Nat Ave. 78.9%)					
	L1 Functional Skills English	from 67.4%% in 2013/13 to 71% (Nat Ave 65.9%)					

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
	L1 Functional Skills Maths	from 67.2% in 2013/14 to 73% (Provider Group Ave 67.6%)					
	L 2 Functional Skills Maths	from 63.8% in 2013/14 to 69% (Provider group Ave 67.5%)					
	Timely success on L2 H&Soc Care Apprenticeships	from 11.1% in 13/14 to 50% (Nat Avve 49.3%					
	Timely success on L3 H&Soc Apprenticeships	from 64% to 65% (55% Nat Ave)					
3.2	Better support the acquisition of English and mathematics in occupational teaching by ensuring that learners understand their relevance and value.	Learners understand the relevance and application of English and mathematics to their vocational studies	Jul 15	Introduce whole organisation strategy for English and mathematics by April 15	Asst. Principal	Draft strategy produced, further revision being carried out. Due for completion by 19.4.15 Strategy approved for CMT and approval at SMT.	
				Staff development programme implemented on embedding of English and mathematics by May 15	Asst. Principal	Embedding English and mathematics training for all community learning teachers completed. Further training focused on English and mathematics teachers to improve practice. Training for ESOL and FS ICT teachers planned to be completed by end of May. Joint ETF Project proposal submitted to appoint a graduate in mathematics based at NCC in order to increase capacity of NCC mathematics practitioners to share practice across the two organisations.	
				Introduce learner voice activities	Asst. Principal	Revised learner voice process identified	

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
				to measure learner understanding of the relevance of English and mathematics by Apr 15		and include English and mathematics questions.	

4	DATA:
	• Improve the use of data and feedback as an effective tool to manage and improve the provision and to provide frequent measures of learner achievements, and, in particular the wider impact of Community Learning.

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
4.1	Introduce accessible key data sets to manage and monitor the provision	Data is used effectively by senior and curriculum managers to monitor manage and improve provision. Accessible data is used effectively by governors to monitor provision and hold senior managers to account.	June 15	Introduce new ILR software	Interim Deputy	Successful trial patch of software completed Jan 19. Procurement and introduction of pro-achieve software Feb. All CMs and ACMs complete initial training. MIS manage holds 1:1 MIS meetings with curriculum managers.	
				Complete a needs analysis identifying data and the purpose of collection by February 27	Interim Deputy	External education consultant appointed; needs analysis completed and report shared with SMT.	
				Identify data solution software and support managers in using data reports by May 15	Interim Deputy	Decision to procure EBS software. Tribal Solutions meeting arranged for 26 March to agree implementation plan. External consultant identified to produce 'EBS type' data reports for managers using existing Terms until EBS is in place. Case conference meeting held 13 April to with BTLS, Tribal, LAL MIS & Resources manager and external consultant to agree	

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Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
						a timescale for implementation by July. BTLS Project Manager appointed - David Broughton. Estates & Resources Manager identified as the link person to bring different members of the project teams together and report to SMT on progress. Implementation timeline agreed; BTLS building the server to house the software, early indications are that the timescale will be tight.	
				Introduce KPI Data scorecard for use by Governors	Interim Deputy	Draft data scorecard distributed to Governors for comment and approval at first governor meeting 12 March. Data Dashboard – Key Objectives and their associated headline KPIs for future reporting and monitoring to be agreed at Governor Away Day April 20	
4.2	Ensure the comprehensive collection of data	Data is collected effectively monitor manage and improve the provision	June 15	Exit interviews systematically completed as part of summative assessment on programmes by Mar 15	Asst. Principal	Exit interview survey created and set up on web based survey tool ready for use. Initial reports scheduled for March. Staff training completed Feb 15. Report presented to CMT 6.5.15.	
				Follow up destination surveys to be rolled out across all programmes and to be completed to measure sustainability of positive destinations by Mar 15	Asst. Principal	Revised post-learning destination survey created and set up on web based survey tool ready for use. Initial reports scheduled for March. Revised ILP to capture destination in place. Revised sub-contracting information to capture impact on local communities in place. Revised course planning pro-form to capture impact on community learning in place.	

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
				Identify priority groups for external survey and agree survey tool with external company by Mar 15.	Asst. Principal	Learner survey group details sent via CVS file to J2 Profit. Survey completed Initial report due March10. Headline report received 30.4.15.	
				Business Planning Process in place that reflects strategic planning of the curriculum offer and meets the needs of the community	Interim Deputy	Business Planning Template shared with senior management team and external Finance Consultant. Business Planning Process begins w/c with emphasis on Public Programmes in order to meet deadlines for Marketing. Planning of wider curriculum offer to commence following Governor Away Day April 20th. Business Planning process underway with curriculum managers. Deadline for first draft 14 May.	
4.3	Monitor and evaluate learner achievement against the wider impact of community learning	Data is used effectively evaluate the provision to ensure the offer meets the needs of learners and accurately assesses the impact of the provision on the community.	July 15	Develop Community Impact Measuring Tool to match LEAFEA Impact measure by March	Asst. Principal	1st Draft Impact Measures completed Feb. A review of the impact measures has been undertaken and simplified to focus on positive destinations which are collated through exit interviews and the post exit survey via J2 Profit.	
				Impact measured against community learning objectives by Jun 15.	Asst. Principal		

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
5 The Further Education Commissioner: Recommendations for action							
5.1	Lancashire Adult Learning Service restricts it's activities to Adult and Community learning	Adult and Community Learning is the core purpose of the Lancashire Adult learning Service activities	August 15	Develop the vision and strategic direction of the Service. May 15	Governors	First meeting of Governors arranged for 12 March at which will be agreed a Board 'visioning away day'. Governor away day planned for 20 April. External consultant booked to facilitate the day.	
				Communicate the vision and values with key stakeholders. June 15	Governors		
				Develop the curriculum offer to reflect the community learning objectives within New Challenges New Chances June 15	Interim Deputy	Governor Away Day (20 April) will focus on identifying vision and strategic objectives against the community learning objectives set against the Lancashire Profile.	
				Identify current skills programmes that can be delivered as part of the meet the needs of the community learning offer	Asst. Principal	Business Planning process underway with curriculum managers. The plans are based up key documents set including SOA reports for 12 districts, CYP Outcome Profile for Lancashire; health Profiles for Lancashire. Deadline for first draft 14 May.	
				Complete costing exercise to ensure offer can be delivered within the community learning grant	Interim Deputy	This activity will be carried out post first draft of business plan – MIS manager and Finance consultant.	

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
				LAL and LCC to confirm with the to the SFA that the college will no longer be delivering ASB funded provision in September 2015. April 15	Interim Principal & Assistant Chief Executive	Letter of confirmation sent	(green)
5.2	The SFA to consider more appropriate ways of delivering the skills programmes currently being offered through the Lancashire Adult Learning Service by using colleges and providers with greater experience and success in the delivery of this provision	Lancashire Adult Learning Service skills' provision is successfully devolved to continue the skills offer in Lancashire	July 15	Identify the programmes and learners whose planned learning programmes are set beyond July. March 15	Asst. Principal	Spreadsheet populated which identifies learners proposed end dates up and beyond July 15 and forwarded t SFA 8.4.15\n\nFurther work required to identify learners who are full fee paying and whose planned end dates are beyond July 15.	(amber)
				Identify providers in the region who are best placed to support existing learners to ensure they achieve.	SFA		(amber)
				Communicate to pre-start learners their options with other providers	SFA	Draft letter agreed by SFA and sent ot employers, their learners 10.4.15. Letter sent by SFA to employers w/c 13.4.15.\n\nPre-start learners signposted to other providers according to their location and programme by IAG team. w/c 13.4.15	(amber)
				Develop new and extend existing partnerships across the County to meet the needs of ACL learners	Asst. Principal	Draft Business Planning Pro-forma distributed to management team to build in planned activity for scrutiny in 15/16 against CYP Outcomes, SOAs and Lancashire Health Profiles; Draft Governor Dashboard to be distributed at Governor Away day identifies Potential KPIs against CYP Outcomes, SOAs and Lancashire Health profiles.	(amber)

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
5.3	Governance arrangements for the Service to involved both council and non-council representatives to determine the strategy for the service and provides suitable monitoring and challenge for the executive involve	Effective Governance arrangements are in place which determines the strategy for the service and provides monitoring and challenge.	April 15	*See milestone 1 under* **5.1**	Governors	First meeting of Governors arranged for 12 March at which will be agreed a Board 'visioning away day'.	
				See milestone 5 under **1.2**	Governors		
				See milestone 4 under **4.1**	Interim Deputy	Draft data scorecard distributed to Governors for comment and approval at first governor meeting 12 March. Revisions with a focus on TL&A to be presented to Board 15.5.15	
5.4	The council ensures that there is sufficient management time and an appropriate structure to deliver a high quality Adult and Community Service	An effective structure is in place that delivers a high quality service	July 15	*See milestone 4 under* **1.1**	Governors		
				Ensure all establishment teachers are fully utilised against contract. October 2015	Interim Deputy Principal	Restructure proposals include establishment teachers and managers with identified contractual teaching requirements. New data management system procurement underway which will have a timetabling module in order to calculate planned utilisation against contracts.	
				See milestone 5 under **1.1**	Governors		

Ob. No.	Action	Expected Outcome	Target Date	Milestones	Person Responsible	Progress and Impact	RAG
5.5	Ensure post inspection action plan aligns with the weaknesses identified by Ofsted and contains clear responsibilities, actions, milestones and monitoring arrangements.	The PIAP is fit for purpose and contains measurable milestones, actions and outcomes		*See action plan*			
5.6	The FE Commissioner undertakes a monitoring visit at the end of the summer term to review progress	The FE Commissioner completes a review of the service's progress.	End July 15		SFA	Preparations in hand	

Lancashire Adult Learning

Follow up re-inspection monitoring visit report

Unique reference number:	52911
Name of lead inspector:	Bob Busby HMI
Last day of inspection:	17 March 2015
Type of provider:	Local authority
Address:	Lancashire Adult Learning, Lancashire County Council, PO BOX 61, Preston, PR1 8RJ
Telephone number:	01257 276719

Monitoring visit: main findings

Context and focus of visit

This is the second follow up re-inspection monitoring visit to Lancashire Adult Learning (LAL) following publication of the inspection report on 11 December 2014, which found the provider to be inadequate overall.

LAL is the service in Lancashire County Council that receives funding from the Skills Funding Agency to provide learning for social and personal development, learning for qualifications and employer provision, which are mainly apprenticeships. It provides learning at three main centres and over 400 community based venues throughout the county. It provides courses in 15 subject areas as well as family learning and community development.

Non-accredited provision makes up around four fifths of provision. Apprenticeships are mainly in business administration and law, health, public services and care, and in education and training. A large number of accredited and non-accredited employability programmes are provided for adult learners. The provider delivers training throughout Lancashire and recruits learners from a very diverse range of backgrounds including from areas of relatively high unemployment and socio-economic deprivation.

Themes

What progress has been made in ensuring that Lancashire Adult Learning has strong leadership and management and governance?

LAL has commenced restructuring. The Associate Principal and Interim Principal have been confirmed in post until June 2016, and their respective roles are clearly defined. Middle managers have been restructured, two of the three existing Vice Principals have now left the service and their responsibilities devolved appropriately. Further restructuring is planned but it is too early to comment on the potential impact.

Key strategic decisions have been made to rationalise provision. For example, LAL will no longer offer apprenticeships or access courses. LAL will focus instead on increasing the direct provision of community learning, in line with council priorities, to meet the needs of disadvantaged communities.

Staff report significant improvements in access to resources, communications and sharing good practice, and feel more accountable and empowered to improve provision for learners.

A new governing body has been established and held its inaugural meeting on 11 March 2015. The board comprises relevant leaders within education and business to provide the breadth of expertise necessary. The role of the board as a decision making body with a critical role to play in leading LAL and setting the future strategy has been clarified, particularly with regard to the interface with Lancashire County Council. The board has considered the Ofsted inspection report (November 2014) and the first re-inspection visit report (January 2015), the dashboard of key performance indicators and recognised the importance of the post inspection action plan (PIAP) in moving forward. The new board will meet every six weeks but will attend an away day event in April to cover strategic and visioning tasks. It is intended that the board will receive the LAL self-assessment report and that some governors will be highly visible through linking to sector subject areas and participating in joint observations.

What progress has been made to improve the quality of provision through accurate self-assessment informed by strong evidence, and thorough and frequent monitoring of challenging and measurable quality improvement plans which contain clear targets and milestones?

The PIAP now has clearer targets and milestones, and is regularly monitored for progress. However, outcomes for teaching, learning and assessment focus too much on the revised observation process and not enough on the impact in terms of the quality of the teaching, learning and assessment experienced by all learners. The PIAP is now underpinned by curriculum area self-assessment reports and associated post inspection action plans for each area. Curriculum self-assessment reports identify strengths and areas for improvement and are currently undergoing a self-assessment report validation process. The associated PIAPs do not accurately record progress. Rather, they focus on listing events and actions undertaken but do not provide sufficient detail on the impact in improving outcomes or other aspects of the learner experience. The overall PIAP is now to be monitored through meetings of the newly established governing body.

The quality cycle now more appropriately reflects the requirements for community learning. The PIAP is available on the intranet and offices within LAL but is not yet available in staff common areas for ready reference by part-time tutors. Staff are trained in aspects of the quality cycle, for example, in the revised observation process for teaching, learning and assessment and the arrangements for self-assessment but do not yet fully understand all aspects of the revised quality improvement cycle. The process to quality assure teaching, learning and assessment focuses solely on teaching and learning sessions. Other aspects of the learner experience, such as initial assessment, support, reviews and exit interviews are not subject to the same scrutiny. Themed walkthroughs have been introduced to focus on specific aspects of teaching, learning and assessment but it is too early to judge their impact.

What progress has been made in improving the use of data and feedback as an effective tool to manage and improve the provision and to provide frequent measures of learners' achievements and, in particular, the wider impact of community learning?

The use of data within LAL has greatly improved. Curriculum managers and assistant curriculum managers now have good access to robust data to monitor in-year performance. Managers have received appropriate training and are confident in the use and interpretation of data, including modelling scenarios to predict best and worst case outcomes. Curriculum reviews are now focused on outcomes and trends in outcomes with comparisons to national averages. Weekly curriculum manager meetings and fortnightly meetings, which include assistant curriculum managers, ensure improved communication and team working. They routinely include detailed data analysis to ensure that data are used to full potential, identifying curriculum areas and individual courses causing concern. Further data enhancements are planned in the near future to provide more detailed analysis at learner level to build on the progress to date. Staff now recognise the importance of data and achievement as an indicator of the success of the organisation.

What progress has been made in improving the quality of teaching, learning and assessment, particularly recognising and recording progress and achievement on non-accredited provision?

Revised processes to check the quality of teaching, learning and assessment are in place and link closely to performance management. They include dual observations to improve consistency and inspectors found close correlation with their own findings during the visit. In the better sessions, learning was tailored closely to individual learners' needs and learners could recognise and describe the progress they had made and its impact on everyday life or work. However, too much of the observed teaching continues to require improvement. For example, the pace of learning was often too slow in observed sessions during the visit, which resulted in little progress being made by students.

LAL has taken steps to improve significantly the whole-college approach to recording learners' achievements. Minimum standards for recognising and recording progress and achievement (RARPA) are now in place with appropriate individual adaptation by course tutors to meet the needs of the course and its learners. Weekly drop-in meetings for tutors provide additional support for their development of RARPA in addition to support through team meetings. LAL has introduced moderation and verification activities to improve consistency, which have identified that learners and tutors are now more focused in the planning for, and monitoring of, achievement. However, in too many sessions observed during the visit, documentation was not completed to a good standard and planning did not clearly identify strategies to keep all learners fully engaged. Individual learning plans still lacked precise short-term

targets to drive progress. The tracking of achievement on non-accredited programmes has only recently been revised, so its impact could not be evaluated.

Following a recent visit by LAL staff to Nelson and Colne College, some areas of LAL are now beginning to develop an online interactive learning environment, but this is positively impacting on only a few learners at present. The service is aware that some community venues are not yet equipped to support fully the use of interactive learning technology to enhance learning. Physical resources are often lacking and access to high-speed broadband is limited. Managers are undertaking a review of venues to assess their suitability and provide better resources for learning.

Cabinet Committee on Performance Improvement
Meeting to be held on 8 June 2015

| Electoral Division affected: |
| All |

BT Lancashire Services Limited Service Governance and Performance Monitoring Report
(Appendix 'A' refers)

Contact for further information:
Gabby Nelson, (01772) 530867 Core Business Systems and Transformation,
gabby.nelson@lancashire.gov.uk

Executive Summary

This report provides an update on the Service Governance and Performance Monitoring of the County Council's strategic partnership with BT which came into effect on 1st April 2014. The services that remained with the strategic partnership are ICT, Payroll and Recruitment. The report covers the final two quarters of the first year of operation of the new arrangements.

Further information providing a more comprehensive measurement of service delivery is provided at Appendix 'A'.

Recommendation

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

Background and Advice

1. Key Performance Measures

Appendix 'A' holds the detailed performance indicators for both services. The summary of performance and key activity in each quarter can be summarised as follows:

ICT Services

The scope of the ICT Service is set out within Schedule 19 of the amended Service Provision Agreement between the County Council and BTLS dated 16 April 2014 ("the Service Provision Agreement"). The Service is currently delivered through:

- Provision of a Customer Service Desk function.
- Desktop, Network and Infrastructure Support.
- Support of key applications.

- Delivery of ICT projects and Service Improvement Plans.

Quarter Three

All contractual performance targets were met during Quarter Three 3 2014, with three of the five priority categories achieving 100%. As a consequence, performance for Quarter Three 2014/15 remains strong across the board with all priorities meeting or exceeding their contractual targets.

The following is a summary of key activity completed during Quarter Three 2014/15:

- The new transformation jobs site went live in October 2014, supporting the restructure element of the County Council's Transformation programme.

- Windows 7 was rolled out to the majority of the PC estate at the County Hall site.

- The Child Protection Information Sharing Project received positive media attention following its launch earlier in the year detailing how Lancashire were leading the way in introducing new ways of working.

- The main Lancashire County Council website and home page went live and the look and feel has been modernised to reflect the changing uses of County Council's customers. This major change encouraging self service was successfully implemented with minimal impact to users.

- During December 2014, ICT Services have been finalising the contract schedules for suppliers who will be delivering the new Highways, Property and Project Management systems; workshops have also been held with both BT and Procurement to progress the supplier contract process.

Quarter Four

Quarter Four saw ICT Services continue the strong performance demonstrated in previous quarters across all Priorities. All contractual performance targets were met during Quarter 4; two of the five priority categories achieved 100% with the remaining three priorities achieving 99%.

The following is a summary of key activity completed during Quarter Two 2014/15:

- Of all 5,246 incidents logged in March, 76% were incidents fixed within eight hours.

- MS Lync Messaging service was enabled in January 2015 for all Lancashire County Council users of Windows 7 and Microsoft Outlook 2013.

- The new Oracle Expenses system went live in February 2015 for both Lancashire County Council and South Ribble Borough Council, for around 46,000 users, with the project being delivered on schedule.

- In February 2015 the final stages of delivering ICT functionality to the new West Lancashire Youth Zone were completed.

- BT Lancashire Services' Design and Project Delivery teams have been working together during March 2015 and successfully completed the Proof of Concept testing for the Lancashire Patient Record Exchange Service (LPRES).

- ICT Services staff continued to work with Lancashire Adult Learning to support them in developing their service through improved use of ICT. Trials of the Pro-Achieve and Pro-General software have been successfully completed and this allows monitoring of learner achievements to be undertaken and the team are now looking at introducing other software products in this area.

Payroll and Recruitment Services

The scope of Payroll and Recruitment Services is set out within Schedules 24 and 25 of the Service Provision Agreement between the County Council and BTLS dated 16 April 2014 ("the Service Provision Agreement"). The Service is currently delivered through:

- Payroll Services: Various teams undertaking payroll and pensions' processing work and handling the transactional enquiries that cannot be dealt with at 'first point of contact'.

- Resourcing: Undertaking job analysis and design and providing 'end to end' recruitment support services. Assessment centre activities are also supported

Quarter Three

All contractual and non-contractual performance targets were met within the quarter.

The following is a summary of key activity completed during Quarter Three 2014/15:

- Following Cabinet's approval of the report setting out plans to reorganise the County Council, the Lumesse Transformation Project was signed off and the recruitment for posts at Grade 11 and above commenced. The posts went live on 10 October 2014.

- Also within Recruitment Services, the internal performance indicator for employment offer documentation (conditional) being issued within 48 hours, following receipt of the necessary approvals to recruit, hit 100% for the first time this year.

- Within Payroll Services, User Acceptance Testing of the new online payslip was completed and the new design was implemented in November 2014. The payslip is now printed on standard A4 stationery rather than the special stationery which will make financial savings.

- The Lumesse Stakeholder Working Group was established in mid December 2014. The focus of the group is looking at current issues, future developments and suggestions for improvements and positive feedback was received in relation to the changes that have been implemented so far.

Quarter Four

Again all contractual and non-contractual targets were met within the quarter.

The following is a summary of key activity completed during Quarter Four 2014/15:

- The new Oracle expenses solution was delivered to Lancashire County Council in February 2015. This was a very successful implementation with little impact across the board.

- In terms of Lancashire County Councils' Transformation Project, positive feedback was received during a review of Phase 1 along with a formal request for Recruitment Services to compile a Proposal to manage Phase 2.

- The Payroll Service gained the Chartered Institute of Payroll Professionals (CIPP) Payroll Quality Partnership (PQP) accreditation following assessment on 19 February 2015.

2. Revised Contract Monitoring and Governance Arrangements

The new contract monitoring arrangements have now been running since December 2014 and are proving productive. This is evidenced by the improved engagement between the two organisations through the new ICT arrangements involving portfolio review meetings for all the key service areas such as Social Care, Oracle, Asset Management and Culture which manage the commissioning of work ensuring that projects meet the corporate priorities. All major developments will now be approved through ICT Steering Group who will also be developing and monitoring an ICT Strategy that is being drawn up jointly with BTLS in line with the emerging Corporate Strategy.

The new partnership is working well and this is further evidenced through recent audit reports which have been given a rating of 'Substantial Assurance' to all three previously identified areas of risk under the former OCL arrangement. These were:

- Funds flows between the County Council and OCL.
- Performance data quality and monitoring of OCL's performance.
- ICT network user management

The first year of the new Partnership has now completed and an annual review is being prepared by BTLS which will also look forward to the coming year and our plans for continuing key developments particularly around Phase 2 of the restructure impacting the Oracle eBusiness Suite but also the Asset Management Programme. This report will first be presented to the Lancashire County Council Management Team.

3. Update on Core Systems

Phase 1 of the restructure was concluded successfully and changes to the Oracle eBusiness Suite and other systems made without any disruption to service across the board which was a real achievement considering the very tight timescales that the project was working to. Key achievements have been a clean hierarchy for the Grade 11's and above with the remainder of the organisation being hooked in correctly and all anomalies and queries being carefully managed through a central point. A new intranet homepage and navigation has been introduced removing, across a number of systems and interfaces, all references to the old directorate structure.

A post implementation review of the Care Portal and elements of Liquid Logic has been undertaken involving a number of stakeholders across the organisation but also including providers. From these sessions, specific task and finish groups were established and work is underway to ensure that the findings are being progressed and that the required changes are being implemented. The initial benefits realisation document is also being reviewed and evaluated against current performance.

The Asset Management Programme is continuing in earnest. Line management of the project team has transferred to the Director of Corporate Services and work is already underway to support the team, ensure appropriate resources are available and engage with new stakeholders following the recent transformation. To do this, membership of the programme and project boards are being reviewed and revised and a separate transformation group will be created to ensure that processes are reviewed and transformed so that the benefits of the system are maximised. A blueprint for the system is currently being drafted that sets out the vision for the system. This has already been completed for the highways element and has been well received.

4. Education Update

Under the revisions to the partnership it was agreed that BTLS would consider taking on direct accountability for the Schools CLEO/ICT service and the associated income/costs, thereby releasing the County Council from financial risk and cost related to schools leaving the service along with associated future infrastructure investments. Following a thorough review, BTLS has agreed with the County Council to accept and take on such responsibility effective from April 2015.

As a result all BTLS ICT staff engaged in delivering these Services have been brought together into one integrated team focused on delivery, support and services to some 700 Lancashire and Cumbria schools with the primary aim of providing a more cost effective, improved and expanded range of products and services to the Education sector.

A key enabler to improving and enhancing the bandwidth, quality and competitiveness of the Service to schools is the transformation of the CLEO network, principally achieved by utilising the SFBB roll-out across the region. This transformation has started and should be materially completed over the next 12 months.

In addition the range, quality and cost of ICT products available to schools has been improved with the launch of a new on-line catalogue. This includes more than 20,000 IT products, available to order on-line with fast delivery times and continually updated and price benchmarked. This is provided in partnership with BT Business Direct a UK leader in the market and an established, trusted provider to the Education sector across the UK.

5. BTLS Staffing Update

BTLS want to be recognised for delivering service excellence for its customers and in delivering that ensure its staff feel valued, respected, involved and informed in the direction of the organisation, and that the culture and practices employed ensure BTLS is a sustainable healthy unit that staff are proud and engaged to work in.

To bring focus and measure progress on these people objectives, BTLS undertook its first voluntary staff survey in June 2014. All BTLS staff were invited to take part and say confidentially (anonymously if preferred) whether they felt their ideas and opinions counted, how engaged and motivated they felt about working for BTLS, whether they thought the future direction of the organisation was clearly communicated, whether they felt their achievements were recognised and rewarded, and where they felt improvements in the organisation or any aspects could be made. Based on the scoring from staff captured in the survey an overall staff engagement score was calculated which is used, along with overall staff numbers returning the survey, to measure progress.

The June 2014 survey was the first for BTLS and forms the baseline. This survey now repeats twice a year, the second completing in December 2014. At that point the results showed:

- increases in overall staff engagement of 6% from the first baseline survey
- number of staff responding increased from 45% of the organisation to 52%

As well as scoring staff are invited to make comments/suggestions etc. which are captured and reviewed by BTLS management team.

In parallel, and also in response to feedback in the survey, BTLS also:

- Shares organisation goals and objectives, highlighted via:
  - Bi-annual Service Area Briefing Sessions for all staff
  - Publication of the BTLS Business Plan
  - Annual face to face 'all BTLS staff' event

- Has improved staff communications via:
  - Monthly team meetings
  - Team Brief for Senior Managers
  - Monthly 'Newswire'
  - Monthly Service Area eBlasts

- Has Increased staff engagement via:
  - Chief Operating Officer's quarterly 'Round-Table' event
  - 1:1's between staff and managers at least every six weeks

- Launched a Revised Reward and Recognition programme(complimentary/in line with Lancashire County Council)

- Invested significantly in staff development:
  - Launched Pioneers leadership development training for >50 BTLS managers combining the Lancashire Way and BT's 'Space to Lead' principles

The next survey is planned for July 2015.

Consultations

BTLS have been consulted and contributed to this report and its content.

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.

List of Background Papers

Paper   Date   Contact/Directorate/Tel

N/A

<div align="right">**Appendix 'A'**</div>

BTLS - LCC ICT Services

Performance

The Service Level Agreement (SLA) comprises of **five** performance indicators covering the **ICT Service**. Of these, all **five** are contractual indicators.

Contractual Targets:

No.	Detailed Definition of SLA	Target (%)	Performance Quarter One 2014/2015 (%)	Performance Quarter Two 2014/2015 (%)	Performance Quarter Three 2014/2015 (%)	Performance Quarter Four 2014/2015 (%)	Performance YTD 2014/2015 (%)
1	**Priority 1:** Severe Business Disruption: Business Unit (sub-unit): - unable to operate - Service component failed or severely impaired. % of Priority 1 Incidents resolved within 4 working hours.	**99**	100	100	100	100	100

2	**Priority 2:** Major Business Disruption: Critical user or user group: - unable to operate - business unit experiencing significant reduction in service performance. % of Priority 2 Incidents resolved within 1 Business Day	**98**	100	100	100	100	100
3	**Priority 3:** Minor Business Disruption: Single user or user group unable to work with no available workaround. % of Priority 3 Incidents resolved within 2 Business Days.	**97**	98	98	98	99	99
4	**Priority 4:** Minor Disruption: Single user or user group experiencing problems but with ICT defined available workaround. % of Priority 4 Incidents resolved within 1 working week.	**98**	98	99	99	99	99
5	**Priority 5:** Advice and Guidance (offered to users via Service Desk). % of Priority 5 Incidents resolved within 4 working weeks.	**98**	99	100	100	99	99

BTLS - LCC Payroll & Recruitment Services

Performance

The Service Level Agreement (SLA) comprises of **three** performance indicators covering payroll and recruitment elements. Of these, **two** are contractual indicators and **one** is a non-contractual indicator.

Contractual Targets:

No.	Definition of SLA	Target (%)	Performance Quarter One 2014/2015 (%)	Performance Quarter Two 2014/2015 (%)	Performance Quarter Three 2014/2015 (%)	Performance Quarter Four 2014/2015 (%)	Performance YTD 2014/2015 (%)
1	% payroll errors attributable to the Partnership.	<0.4	0.1	0.3 [1]	0.8	0.1	0.3
2	% of changes to employees' grade and remuneration, including payment of associated arrears, implemented no later than the month following the month in which the change was authorised.	99	100	100	100	100	100

Non-Contractual Targets:

No.	Definition of SLA	Target (%)	Performance Quarter One 2014/2015 (%)	Performance Quarter Two 2014/2015 (%)	Performance Quarter Three 2014/2015 (%)	Performance Quarter Four 2014/2015 (%)	Performance YTD 2014/2015 (%)
1	% DBS checks processed within two working days of receipt of all necessary information.	**75**	83.2	90	98.4	100	95

Payroll & Recruitment Services Dashboard

Activity	Target (%)	Performance Quarter One 2014/2015 (%)	Performance Quarter Two 2014/2015 (%)	Performance Quarter Three 2014/2015 (%)	Performance Quarter Four 2014/2015 (%)	Performance YTD 2014/2015 (%)
% of changes to employees' grade and remuneration, including payment of associated arrears, implemented no later than the month following the month in which the change was authorised	99	100	100	100	100	100
Volume of overpayments	n/a	31	243	15	24	313
% of DBS forms returned to Recruitment Services from Liverpool DBS with errors	Not greater than 3%	1.3	1.0	1.8	1.7	1.4
Employment offer documentation (conditional) issued within 48 hours, following receipt of the necessary approvals to recruit	100	97	97*	99.5	100	98.5
% of DBS forms returned to Managers (Directorates) with errors/missing information within 48 hours	100	100	100	100	100	100
Change Letters - issued within 10 working days from system change	100	80	97	99.5	97.5	94.3
% of nationally and locally agreed pay awards implemented no later than the month following the month in which the award was authorised	100	100	100	100	100	100

* A new set of controls was established by the team in September in order to consistently hit this non-contractual target - a team target to issue within 24 hours and each team member reporting on their performance against that.

[1] Corrected figure