

## Lancashire County Council

### Cabinet Committee on Performance Improvement

Thursday, 10th December, 2015 at 10.00 am 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 5 October 2015** (Pages 1 - 6)
4. **Report on the 2015 Ofsted Inspection of Services for Children in Need of Help and Protection, Children Looked After and Care Leavers**  
Report to follow.
5. **Update on a Finding of the Local Government Ombudsman - August 2015** (Pages 7 - 56)
6. **Quarterly Corporate Performance Monitoring Report - Quarter 2 2015/16** (Pages 57 - 64)
7. **Customer Access Performance Report** (Pages 65 - 74)
8. **BTLS Lancashire Services Limited Service Governance and Performance Monitoring Report** (Pages 75 - 88)
9. **Corporate Human Resources - Health Check Report** (Pages 89 - 102)
10. **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.

**11. Date of Next Meeting**

The next meeting of the Cabinet Committee on Performance Improvement will be held on Monday 1 February 2016 at 2.00pm, in Cabinet Room 'B', the Diamond Jubilee Room, County Hall, Preston.

I Young  
Director of Governance,  
Finance and Public Services

County Hall  
Preston

# Agenda Item 3

## Lancashire County Council

### Cabinet Committee on Performance Improvement

**Minutes of the Meeting held on Monday, 5th October, 2015 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston**

**Present:**

County Councillor Jennifer Mein (Chair)

**County Councillors**

D Borrow

M Johnstone

B Winlow

T Martin

M Tomlinson

**1. Apologies for Absence**

Apologies for absence were received from County Councillor Driver.

**2. Disclosure of Pecuniary and Non-Pecuniary Interests**

None

**3. Minutes of the Meeting held on 28 July 2015**

Resolved: - That the minutes of the meeting held on 28<sup>th</sup> July 2015 be agreed as a true and accurate record and be signed by the Chair.

**4. Lancashire Adult Learning**

Amanda Melton, Interim Principal Lancashire Adult Learning College, attended and presented a report giving an update on the County Council's response to the Ofsted inspection of Lancashire Adult Learning.

A monitoring visit was carried out by a Further Education (FE) Advisor over the period 23/24 June 2015 to consider the progress that had been made in line with the FE Commissioner's recommendations.

The report from the FE Commissioner was set out at Appendix 'A' together with the covering letter from Nick Boles MP, Minister of State for Skills.

It was reported that the FE Commissioner had concluded that Lancashire Adult and Community Learning was being transformed, and the practical partnership between the local authority and the Board of Nelson and Colne College in introducing interim arrangements was to be applauded.

There was clear evidence of a changing culture. A strong Governing Body with appropriate experience and autonomy had been complemented by an equally strong Senior Leadership Team which has maintained an inexorable focus on quality improvement. It was hoped that these arrangements could translate into a permanent arrangement.

The FE Commissioner had recommended that in the light of the service's performance, the service should no longer be subject to a review by the FE Commissioner but included in the normal Skills Funding Agency monitoring procedures.

Ofsted carried out a third follow up re-inspection monitoring visit on 17<sup>th</sup> March 2015. A copy of Ofsted's follow up re-inspection monitoring visit report was included at Appendix 'B'.

A further one day monitoring visit is expected in November carried out by a single HM Inspector where we would learn when a full re-inspection is likely to happen.

A further update report would be presented following the final OFSTED full inspection in spring 2016.

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

## **5. Implementation of the Procurement Service Improvement Plan**

Rachel Tanner, Head of Service Procurement attended and presented a report on the progress made to date in implementing the Procurement Service improvement plan and the current performance of the service against the key performance indicators aligned to the procurement strategy.

The report focused on the performance of the Procurement Service and the related actions within the existing service improvement plan which was set out at Appendix 'A'.

It was reported that the Procurement Service sits within the wider Corporate Commissioning function and is responsible for the buying of goods, services and works for the County Council. There are three Category Management Teams that look after main categories of expenditure; care and public health, construction and assets, and corporate goods. There is also a Procurement Information Management Team which is responsible for the management and control of data within the Oracle suite of systems and supporting operational systems.

Regarding the Service Improvement Plan, it was reported that whilst progress has been made in a number of key areas, a review has highlighted that not all actions had been implemented as anticipated by March 2015. The actions relating to the service going forward and the current position, including revised timescales was set out at Appendix 'A'.

The position of two key areas within the improvement plan was reported:

- The Procurement Strategy was approved by cabinet in October 2014. The performance indicators attached at Appendix 'B' set out progress against the strategy for some key performance areas.
- A Procurement Board was re-established in May 2014 and meets on a bi-monthly basis to drive forward policies and working practices that will support the achievement of the broad objectives of the procurement strategy.

It was explained that to support procurement performance a number of key activities had been undertaken or ongoing since the start of the financial year:

- Heads of Service training was completed in July 2015 to highlight the need for planned activity to be shared with the Procurement service at the earliest opportunity.
- Ongoing review of current contracts register to highlight potential gaps in contract information.
- Reintroduction of timely management reviews of current procurement activity.

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

## **6. Report on the Attainment of Children Looked After 2014-2015**

Jonathan Hewitt, Head of Service School Improvement and Audrey Swann, Head Teacher for Children Looked After attended and presented a report providing information on the attainment, progress and achievements of Lancashire Children Looked After (CLA) in 2015.

It was reported that the findings for Key Stages 1 and 2 were based on unvalidated assessment information released by the Department for Education (DfE) and local authority information on CLA. The Key Stage 4 data was school reported data and provisional at this point.

The data showed that there were improvements in achievement at the end of Key Stages 1 and 2, but achievement for CLA remained below that of other pupils in Lancashire. At the end of Key Stage 4, the information indicates that levels of attainment rose in 2015 but remain low when compared with other pupils.

The report also highlighted pupil progress in key areas of development and the steps taken to implement the Recovery Plan, included at Appendix 'A', developed in autumn 2014.

Councillor Mein asked if it was possible to look at/compare figures of pupils' attainment levels before and after coming into care and the impact on children who leave care. It was agreed to provide this information in a future report to the Cabinet Committee.

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

## **7. Complaints and Customer Feedback Annual Report 2014-2015**

Angela Esslinger, Complaints Manager attended and presented an Annual Report on Complaints and Customer Feedback. It was reported that the production of the Complaints and Customer Feedback Annual Report is a longstanding annual statutory requirement and included statistical information, analysis and learning for the organisation in relation to statutory social care and (non-statutory) corporate complaints and compliments received from 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015.

The Complaints and Customer Feedback Annual Report 2014/15 was included at Appendix 'A'.

The Committee agreed that how the County Council handles complaints regarding changes in service levels going forward needed to be examined. It was suggested that there was a need to distinguish between complaints as a result of changes in service levels and actual complaints about service delivery.

It was agreed that the County Council needed to be proactive in communicating these changes to the public in order to manage expectations.

**Resolved:** - That:

- (i) The report now presented be noted,
- (ii) The Adult Social Care Complaints and Customer Feedback Annual Report for 2014/15 be shared as a public document.

## **8. Urgent Business**

There was no urgent business to be considered.

## **9. Date of Next Meeting**

The Cabinet Committee noted that the next meeting would be held on Thursday 10 December 2015 at 10am, in Cabinet Room 'B', the Diamond Jubilee Room, County Hall, Preston.

**10. Notice of Intention to Conduct Business in Private**

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

**11. Exclusion of the Press and Public**

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

**12. Update Report on the Performance of Lancashire County Council's Waste Management Company**

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

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

I Young  
Director of Governance, Finance  
and Public Services

County Hall  
Preston





# Agenda Item 5

## **Cabinet Committee on Performance Improvement**

Meeting to be held on 10 December 2015

Electoral Division affected: None
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### **Update on a Finding of the Local Government Ombudsman – August 2015**

(Appendices 'A' to 'E' refer)

Contact for further information:

Diane Booth, 07795812805, Children's Social Care

[Diane.booth@lancashire.gov.uk](mailto:Diane.booth@lancashire.gov.uk)

#### **Executive Summary**

On 5 August 2015 following an investigation, the Local Government Ombudsman published a report which found fault causing injustice and made a number of recommendations, three relating to the specific case and five intended to prevent injustice to other members of the public.

As a result of this finding the Cabinet Member for Children, Young People and Schools recommended Full Council to agree to actions addressing these recommendations and these were approved at the meeting of Full Council held on 22 October 2015.

The Cabinet Committee on Performance Improvement's terms of reference include the consideration of actions required arising from recommendations contained in external audit and assessment report and this report provides a follow-up on the actions taken since Full Council.

#### **Recommendation**

The Cabinet Committee on Performance Improvement is asked to note and comment on the actions taken in response to the Local Government Ombudsman's recommendations.

#### **Background and Advice**

On 5 August 2015 the Local Government Ombudsman (LGO) published a report which found fault causing injustice by Lancashire County Council. A copy of the report is set out at Appendix 'A'.

The findings of the LGO report were accepted, and involved concern about a case where it was necessary to take the unusual step of placing a young person in bed and breakfast accommodation. Systems are in place to minimise the risk of using bed and breakfast as this is not considered to be a suitable option for young people

presenting as homeless and statutory guidance relating to the provision of accommodation for 16 and 17 year old young people who may be homeless and/or require accommodation makes clear that the use of bed and breakfast accommodation is unsuitable even in an emergency. However, this exceptional step has only been used in a very small number of cases and in 2014/15 it was used on only 6 occasions for no more than 4 nights.

Since 1 April 2015 bed and breakfast accommodation has had to be used as a very temporary measure until a more detailed assessment was undertaken in order to facilitate either a return home or provide alternate accommodation to meet needs. Four of the young people were in bed and breakfast accommodation overnight only. Two of the young people refused to engage with services and bed and breakfast accommodation was offered to prevent homelessness. Both largely slept at friends or acquaintances. As a backup measure to chaotic lifestyles, bed and breakfast accommodation was made available but rarely used. Of these two, one young person did not access the bed and breakfast offer on any night over an 8 week period, and the other young person used the facility for 8 out of 12 nights.

The issue in all cases has been a lack of alternative suitable provision to meet the needs of vulnerable older young people (16/17) who present with high risk behaviours.

Action will now be taken to comply with the statutory guidance. These actions include discussion with housing and residential providers and foster carers who may be willing to accommodate young people at short notice and in emergency situations. However, the status of statutory guidance is that it is issued under section 7 of the Local Authority Social Services Act 1970 and section 182 of the Housing Act 1996. Section 7 requires local authorities in exercising their social services functions, to act under the general guidance of the Secretary of State; unless there are exceptional reasons in individual cases, authorities are expected to comply with the guidance. Section 182 requires housing authorities and social services authorities in the exercise of their functions relating to homelessness and the prevention of homelessness, to have regard to such guidance as may be given from time to time by the Secretary of State.

In the case that was the subject of the complaint it is clear that staff were not aware of the guidance and the decision to use bed and breakfast accommodation was not therefore taken in the light of that guidance.

The County Council's response therefore reflects that whilst young people should only be provided with supported accommodation which is suitable and of high quality, and staff should be aware that the statutory guidance provides that the use of bed and breakfast accommodation is unsuitable even in an emergency, there may nevertheless be circumstances where there is no other option. In these circumstances a decision may have to be taken to use bed and breakfast accommodation notwithstanding the statutory guidance, if it becomes clear after searching for suitable accommodation that there is simply no other option available.

However, since the LGO report was considered by Full Council, Ofsted have published their review of children's services and their conclusions included reference to the assessment of children presenting as homeless. Ofsted's conclusion was that

as the Council does not hold general data on the number of 16-17 year olds who present as homeless, only those who then become accommodated, it is difficult for the Council to know what the need is and to ensure that sufficient accommodation is available for these young people. Consistent with the LGO report they also concluded that, whilst only used as a last resort, placing young people in bed and breakfast accommodation is not appropriate.

Further steps will now be taken to avoid the need to use bed and breakfast accommodation, including discussions with housing providers around emergency "crash bed" facilities. Further steps will be taken to develop data collection systems to satisfy ourselves that we are able to identify need and plan sufficiency accordingly. Since the publication of the LGO report a similar case involving the need to place a young person in suitable accommodation involved arranging an emergency placement with a neighbouring local authority and further work will also explore the development of such arrangements as an alternative option. This process will inform the production of a revised Policy for homeless 16 and 17 year olds which will be submitted to the Cabinet Member for Children, Young People and Schools for approval in due course.

Attached at Appendix 'B' is the full action plan.

The LGO report at paragraph 83 (Appendix 'A') includes three recommendations as to how the County Council could best remedy the injustice caused. The actions taken in response to these recommendations are set out below.

Within two months of the final report, the County Council should:

1. Apologise to the complainant for failing to involve the complainant in its 'child in need' assessments and for the additional time it took to consider the complaint at all three stages of the statutory complaints procedure.

**Action:** A letter of apology was sent to the complainant by the Chief Executive on 13 September 2015.

2. Pay the complainant £200 for the frustration caused by not being able to contribute to the complainant's child's 'child in need' assessments.
3. Increase its offer to the complainant for the additional time and trouble spent pursuing the complaint over that allowed by the statutory complaints guidance from £250 to £300 due to the delays at Stage 3.

**Action:** A total payment of £500 has been made to and has been accepted by the complainant.

The report at paragraph 84 also includes five recommendations to prevent injustice to other members of the public. The actions taken in response to these recommendations are set out below.

Within three months of the final report the County Council should:

1. Ensure it involves both parents in its child in need assessments unless there are specific and recorded safeguarding reasons not to. Also, ensure it shares copies of those assessments to parents where it is safe to do so, in a timely manner, redacted where necessary.

**Action:** All staff have been briefed and a booklet for children, young people and families regarding the assessment process has been produced. This has been issued (Appendix 'C' and 'D').

2. Improve its policy for homeless 16 and 17 year olds to include reference to bed and breakfast accommodation not being suitable even in an emergency. It should then ensure its children's services' staff are aware of this condition.

**Action:** All staff are aware that bed and breakfast will only be used in an emergency when there is nothing else available. The County Council's Scheme of Delegation has been updated to ensure that only the Director for Children's Services can approve bed and breakfast for homeless 16/17 year olds and care leavers. A review of the Homeless Protocol for 16/17 year olds is being undertaken.

Our quality assurance audit activity will measure compliance.

3. Ensure it does not place homeless 16 and 17 year olds in bed and breakfast accommodation (including the use of unsupported hotels) even in an emergency. If the County Council decides to act in breach of the statutory guidance, the decision to do so should be made by Director of Children's Services. The Director for Children's Service's decision, and the reasons for it, should be recorded on the child's file.

**Action:** Staff are aware and this will be included in the review of the Homeless Protocol for 16/17 year olds.

Our quality assurance audit activity and data monitoring will measure compliance.

4. Ensure it records important decisions on the child's case file when considering providing accommodation to 16 and 17 year olds covering such areas as:

- whether a section 20 duty arises;
- whether it is obliged to conduct a new Initial Assessment of the child's needs now they are homeless;
- how it has explained the implications of becoming a 'looked after child' to the young person;
- any refusal by the young person to become a 'looked after child' and how it was explained that assistance may be available to them from the housing department;
- any contact with the council's housing department after a young person who requires accommodation refuses to become a 'looked after child'.

**Action:** Staff are aware and this will be included in the refreshed protocol guidance for staff.

5. Carry out a review of whether it is meeting its sufficiency duty regarding the provision of accommodation to its 'looked after children'.

**Action:** A Programme Board has been established with our housing partners to address sufficiency, scope, need and develop provision to meet demand. The sufficiency element will take longer to review with our housing partners. Demand/need and current provision is being scoped over a 12 month project linked to young people who are Not in Education Employment or Training (NEET). (Appendix 'E')

It is the requirement of the Local Government Act 1974 as amended, that where there is a finding of fault causing injustice, the report is laid before the Authority and within three months of receipt of the report, the authority notifies the Local Government Ombudsman of the action taken that it has taken or proposes to take.

The Cabinet Member recommended to Full Council that the actions detailed above should be notified to the Local Government Ombudsman as the action taken in response to the report.

### **Consultations**

N/A

### **Implications:**

This item has the following implications, as indicated:

### **Risk management**

If the authority fails to comply with the legislation, the LGO has power to require the authority to publish a statement detailing why they have not complied with the recommendations in the report.

### **Financial**

Should the actions not be put in place there may be further claims payable by the County Council.

### **List of Background Papers**

Paper	Date	Contact/Directorate/Tel
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N/A.

Reason for inclusion in Part II, if appropriate

N/A.



# Report by the Local Government Ombudsman

## Investigation into a complaint against Lancashire County Council (reference number: 13 020 158)

**5 August 2015**

## The Ombudsman's role

For 40 years the Ombudsman has independently and impartially investigated complaints. We effectively resolve disputes about councils and other bodies in our jurisdiction by recommending redress which is proportionate, appropriate and reasonable based on all the facts of the complaint. Our service is free of charge.

Each case which comes to the Ombudsman is different and we take the individual needs and circumstances of the person complaining to us into account when we make recommendations to remedy injustice caused by fault.

We have no legal power to force councils to follow our recommendations, but they almost always do. Some of the things we might ask a council to do are:

- > apologise
- > pay a financial remedy
- > improve its procedures so similar problems don't happen again.



# Investigation into complaint number 13 020 158 against Lancashire County Council

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Section 30 of the 1974 Local Government Act says that a report should not normally name or identify any person. The people involved in this complaint are referred to by a letter or job role.

## Key to names used

Mrs M – the complainant

S – the complainant’s son (he has not made a complaint to the Ombudsman)

Mr D – S’s father

The Council – Lancashire County Council

Officer A – a senior officer in the Council’s children’s services

Council X – another council, where Mrs M lives

## Report summary

### **Children's services: child in need; care of a looked after child; and statutory complaints procedure**

Mrs M complains the Council failed to involve her properly in its assessments and decisions regarding her teenage son, S. In particular she complains about a period from August 2013 to the end of December 2013 when S lived with his father, Mr D. S has behavioural, emotional and communication difficulties and is a cannabis user. Mrs M believes she could have made a valuable contribution to the Council's knowledge and understanding of her son, and his father's ability to cope with his behaviours. As a result she says the Council caused her unnecessary frustration and distress.

Mrs M says when she complained to the Council there were delays in the statutory children's services complaints procedure that caused her unnecessary distress. The Council has accepted fault and it offered Mrs M £250 for her time and trouble in pursuing her complaint but she feels this is not adequate.

During our investigation it came to our attention that S may have been caused an injustice because the Council had placed him in bed and breakfast accommodation when the statutory guidance says this is never suitable for a young person of 16 or 17.

### **Finding**

Fault found causing injustice and recommendations made.

### **Recommendations**

For Mrs M we recommend the Council:

- apologises to Mrs M for failing to involve her in its 'child in need assessments' and for the additional time it took to consider her complaint at all three Stages of the statutory complaints procedure.
- pays Mrs M £200 for the frustration caused by not being able to contribute to her son's 'child in need' assessments.
- increases its offer to her for the additional time and trouble she spent pursuing her complaint over that allowed by the statutory complaints guidance from £250 to £300 due to the delays at Stage 3.

To prevent injustice to others we recommend the Council:

- ensures it involves both parents in its 'child in need' assessments unless there are specific and recorded safeguarding reasons not to. Also, ensures it shares copies of those assessments to parents where it is safe to do so, in a timely manner, redacted where necessary.

- improves its policy for homeless 16 and 17 year olds to include reference to bed and breakfast accommodation not being suitable even in an emergency. It should then ensure its children's services' staff are aware of this condition.
- ensures it does not place homeless 16 and 17 year olds in bed and breakfast accommodation (including the use of unsupported hotels) even in an emergency. If the Council decides to act in breach of the statutory guidance, the decision to do so should continue to be made by the Head of Service. The Head of Service's decision, and the reasons for it, should be recorded on the child's file.
- ensures it records important decisions on the child's case file when considering providing accommodation to 16 and 17 year olds covering such areas as:
  - whether a section 20 duty arises.
  - whether it is obliged to conduct a new Initial Assessment of the child's needs now they are homeless.
  - how it has explained the implications of becoming a 'looked after child' to the young person.
  - any refusal by the young person to become a 'looked after child' and how it explained that assistance may be available to them from the housing department.
  - any contact with the Council's housing department after a young person who requires accommodation refuses to become a 'looked after child'.
- carry out a review of whether it is meeting its sufficiency duty regarding the provision of accommodation to its 'looked after children'.

The Council has accepted our recommendations.

## Introduction

1. Mrs M complains the Council failed to involve her properly in its assessments and decisions regarding her teenage son, S. In particular she complains about a period from August 2013 to the end of December 2013 when S lived with his father, Mr D. S has behavioural, emotional and communication difficulties and is a cannabis user. Mrs M believes she could have made a valuable contribution to the Council's knowledge and understanding of her son, and his father's ability to cope with his behaviours. As a result she says the Council caused her unnecessary frustration and distress.
2. Mrs M says when she complained to the Council there were delays in the statutory children's services complaints procedure that caused her unnecessary distress. The Council has accepted fault and it offered Mrs M £250 for her time and trouble in pursuing her complaint but she feels this is not adequate.

## Legal and administrative background

### The Ombudsman's role and powers

3. The Ombudsman investigates complaints about 'maladministration' and 'service failure'. In this report, we have used the word fault to refer to these. We must also consider whether any fault has had an adverse impact on the person making the complaint. We refer to this as 'injustice'. If there has been fault which has caused an injustice, we may suggest a remedy. (Local Government Act 1974, sections 26(1) and 26A(1))
4. The Ombudsman cannot question whether a council's decision is right or wrong simply because the complainant disagrees with it. We must consider whether there was fault in the way the decision was reached. (Local Government Act 1974, section 34(3))
5. The Ombudsman cannot investigate late complaints unless we decide there are good reasons. Late complaints are when someone takes more than 12 months to complain to the Ombudsman about something a council has done. (Local Government Act 1974, sections 26B) Although some of the events occurred more than 12 months ago, Mrs M only received the Council's final response to her complaint within the last 12 months. We therefore decided to investigate matters back to August 2013.
6. The Ombudsman may investigate matters coming to our attention during an investigation, if we consider that a member of the public who has not complained may have suffered an injustice as a result. (Local Government Act 1974, section 26D). Mrs M's teenage son S has not consented for his mother to complain on his behalf either as part of her complaint to the Council or to the Ombudsman. However we have considered matters that may have affected S as part of our powers to investigate matters coming to our attention during an investigation.

## The law, statutory guidance and the Council's policies

7. The Children Act 1989 defines a child as someone under the age of 18.
8. Councils must provide a range of services for children and their families where the child is assessed as being 'in need'. A child might be 'in need' because:
  - he is unlikely to achieve or maintain, or to have the opportunity to achieve or maintain, a reasonable standard of health or development without provision of services from the council;
  - his health or development is likely to be significantly impaired, or further impaired, without the provision of services from the council;
  - he has a disability.
9. Councils must assess what services a 'child in need' requires. Those assessments used to be in two stages, an Initial Assessment and then if councils required more detail, a Core Assessment. Some councils now conduct these assessments as one single 'child in need' assessment. Where safe for the child to do so, the assessment should involve speaking to the child and seeing and meeting with their parents. The assessments are completed only once the council has shared the assessment with the child and family and a team manager has approved the assessment.
10. The 'child in need' assessment should cover:
  - the child's developmental needs;
  - the capacity of parents or caregivers to respond appropriately to those needs, including their capacity to keep the child safe from harm;
  - the impact of wider family and environmental factors on the parents and child.
11. The Council's policy on 'child in need' assessments is that parents would be fully informed of the outcome in writing, unless prejudicial to the child's welfare. The Council should record in the child's assessment any reason for deciding not to share the assessment with a parent.
12. The statutory guidance for complaints about children's services is *Getting the Best from Complaints Social Care Complaints and Representations for Children, Young People and Others 2006*. The statutory children's services complaints procedure has three stages:
  - local resolution. The law says councils can take up to 10 working days, or 20 working days for more complex cases, to complete this stage.

- independent investigation by an Investigating Officer overseen by an Independent Person. The process ends when the Council's Adjudicating Officer provides their response to the Stage 2 findings. The law says councils can take 25 working days to complete this stage or 65 working days if it is a more complex investigation and it has agreed an extension with the complainant.
  - consideration by an Independent Review Panel. Councils must arrange a Review Panel within 30 working days of the request.
13. We issued a focus report in March 2015 on learning lessons from common faults in children's services complaints: *Are we getting the best from children's social care complaints?*
14. Section 20 of the Children Act 1989 says:
- councils must provide accommodation to a 'child in need' in its area:
    - if the person who has been caring for him is being prevented (whether or not permanently, and for whatever reason) from providing him with suitable accommodation or care. (20(1)(c))
    - if the child has reached the age of 16 and the authority consider the child's welfare is likely to be seriously prejudiced if they do not provide him with accommodation. (20(3))
  - before providing such accommodation the council must consider the child's wishes and feelings, in so far as is consistent with the child's welfare. (20(6))
  - providing accommodation under this duty would make a child 'looked after' but parental responsibility would remain with the child's parents.
15. Section 22C requires councils to place 'looked after children' in the most appropriate placement available.
16. Section 22G requires councils to take steps to secure, as far as reasonably practicable, sufficient accommodation within its area to meet the needs of its 'looked after children'. The statutory guidance for sufficiency of accommodation explains councils should look at accommodation suitable for those at risk of care or custody. It says councils cannot assume it is not 'reasonably practicable' to secure appropriate accommodation simply because it is difficult or because they do not have the resources to do so.
17. There is statutory guidance on the *Provision of Accommodation for 16 and 17 year old young people who may be homeless and/or require accommodation 2010*. Unless there are exceptional reasons in individual cases, councils are expected to comply with this guidance. The guidance says:
- when 16 and 17 year olds appear to be homeless children's services must assess whether the young person is a child in need and whether it is under any duty (under section 20 of the Children Act 1989) to provide the young person with accommodation. If they have nowhere to stay for the night, children's services must get them suitable

accommodation which will mean the young person will become 'looked after' under section 20. As they cannot receive state benefits, children's services will have a duty to maintain the child.

- children's services must only provide young people with supported accommodation which is suitable and of high quality. The use of bed and breakfast accommodation to house 16 and 17 year olds is unsuitable even in an emergency.
- where a young person is assessed as requiring accommodation, when seeking their views the child may say they do not wish to be accommodated. Councils should only consider the young person's wishes as decisive as part of an overall judgment of their assessed welfare needs and the type and location of accommodation that will meet those needs. Where a young person decides they do not wish to be accommodated, it is important the young person's decision is properly informed and reached after careful consideration of all the relevant information. Children's services should satisfy itself whether the young person is competent to make such a decision. Councils should keep careful records.
- if the young person does not become 'looked after', children's services should ensure the young person has accurate information about what assistance may be available to them from housing services. It should assess whether it has a duty under Part 7 of the Housing Act 1996. It should explain the possible risk of becoming intentionally homeless in the future. Children's services should notify housing services of the young person's refusal to become a 'looked after child'. This would allow housing to complete their enquiries under section 184 of the Housing Act 1996 and decide whether it owes any duty under Part 7. Children's services should ensure the young person receives accurate information in a child friendly format at the start of the assessment process. It should be available for the young person to take away for full consideration and to help them seek advice.
- ultimately it is not possible to force services on young people who continue to refuse them. However councils should carefully record how they tried to engage with the young person to provide suitable services.

18. The Council's *Joint Working Protocol for Homeless 16/17 Year Olds* states:

*"Children's Services will determine if the young person is homeless. If they have nowhere to sleep that night, children's services will arrange and fund emergency accommodation (as a Section 20, Child Looked After). This must involve liaison with housing services, who will assist with background information and access to appropriate local accommodation. A child in need assessment will be initiated."*

19. The law defines bed and breakfast accommodation as accommodation which, whether breakfast is provided, is not self contained or which involves sharing certain amenities with another household such as shared cooking facilities. (The Homelessness (Suitability of Accommodation) (England) Order 2003)

20. We issued a focus report in October 2013 on the use of bed and breakfast accommodation by councils: *No place like home: Councils' use of unsuitable bed & breakfast accommodation for homeless families and young people.*

## How we considered this complaint

21. This report has been produced following the examination of relevant files and documents and interviews with the complainant and relevant employees of the Council.
22. The complainant and the Council were given a confidential draft of this report and invited to comment. The comments received were taken into account before the report was finalised.

## Investigation

### Key events

23. Until 2013 Mrs M's teenage son, S, attended a residential school in another local authority's area (Council X) for children with emotional and behavioural difficulties. He had a Statement of Special Educational Needs (Statement) and a diagnosis of oppositional defiance disorder. S has used cannabis since the age of 13. During the weekends and school holidays S lived with Mrs M or her mother. Mrs M said S's behaviour was making it increasingly difficult for her to cope with him at home. S had made threats of violence towards Mrs M. S had been involved with the Police and the Courts.
24. S left the residential school in July 2013 at the age of 16. Mrs M said S could not come to live with her because she found his behaviour and drug taking too difficult to manage. She arranged with Council X for S to live in supported housing near to her home. However S refused to go there. S said he wanted to live with his father, Mr D. Mrs M worried Mr D had not had much involvement with S in the past. She questioned Mr D's ability to cope with S's behaviour. Mr D agreed S could live with him. Mr D lives in the Lancashire County Council area (the Council). Mrs M accepts communication between her and Mr D could be difficult.
25. After coming to live with Mr D, there was an incident when S alleged he had been assaulted by an adult. The Police and the Council investigated. The Council's children's services offered Mr D and S support but they both declined to accept it.
26. As a result of the incident the Council decided to undertake an Initial Assessment of S's needs. The result was the Council decided to conduct a more comprehensive Core Assessment. The Council spoke to Mr D and S. The Council did not interview Mrs M as part of this assessment or share a copy with her at the time. The Core Assessment said S had had a Statement. The Core Assessment did not have any information from S's former residential school.
27. Mrs M says S's behaviour and drug use became increasingly difficult for Mr D to cope with. The Council's records show it was in regular contact with Mrs M regarding her concerns about S's behaviour and Mr D's ability to cope.



28. Mrs M says when Mr D found S's behaviour difficult, Mr D would agree to S's request to drive him to her area (Council X) with money so he could buy drugs. S would then go to Mrs M's house or her mother's house and cause a nuisance and make threats. The Police were frequently called to respond to S's behaviour. Mr D told the Council S would threaten to hurt him and would damage his property if he did not agree to help S go to Council X's area to buy drugs. The Police arrested S on more than one occasion for criminal damage of his father's property and threats to harm his father. S was arrested and bailed on several occasions.
29. In November the Council completed its Core Assessment of S's needs. It acknowledged it had been completed outside the required timescale, noting it was due to a high workload. As a result of the Core Assessment the Council decided to support S with a Child in Need Plan. The Council again offered Mr D and S support services but they declined. The Council did not consult Mrs M as part of this Core Assessment and did not share a copy with her at the time. The Council has since accepted it should have had more formal communication with Mrs M and she should have received a copy of the Initial and Core Assessments at the time. She has since received copies as a result of her complaints.
30. The Child in Need Plan drawn up in November said a worker from the Council's Youth Offending Team (YOT) would regularly support S. The YOT had agreed to help children's services during periods of high workload. Officers have told us at the time children's services had a significant backlog of cases which meant it turned to its colleagues in the YOT for help with managing some of its cases.
31. The YOT worker met Mr D and S. The YOT worker is not a qualified social worker. He says after meeting S he was concerned about S's behaviour. He felt S was an aggressive and volatile young man who was capable of carrying out his threats.
32. In January 2014 S made threats against his father in the presence of the YOT worker. The Police were called and arrested S for harassing and putting the fear of violence into Mr D. S was held in police custody for two days until his Court appearance.
33. The Court gave S bail conditions not to have any contact with Mr D. It said S should live and sleep as directed by the Council. No family members were able or willing to take S. Mr D was prevented by bail conditions and Mrs M felt it was unsafe to have S living with her. The records show the YOT worker told his children's services colleagues *"he would be concerned if [S] was to be placed in B&B because of his level of violence"*. The Council's children's services decided to place S in bed and breakfast accommodation while awaiting the date of his next Court appearance.
34. Officer A, the senior children's services officer who authorised S to be placed in bed and breakfast, told us the Council had no other choice as S had refused to become a 'looked after child'. If he had agreed to be a 'looked after child' she said children's services would have placed him in a residential home or foster home regulated by Ofsted. She said the Council is not allowed to place 'looked after children' in bed and breakfast accommodation. Officer A said she felt S had continually expressed a wish to live independently if he could not live with his family. She felt he was competent to make a decision to refuse to become a 'looked after child'.

35. The Council's records do not record the Council asking S about becoming a 'looked after child', what information it had given him to make an informed decision, or his decision to not be become a 'looked after child' after this first Court appearance.
36. Officer A told us because S had refused to become a 'looked after child', she believed children's services were placing him in a bed and breakfast due to its homelessness duties. Children's services contacted the bed and breakfast accommodation and paid for S's stay there. Children's services did not tell the Council's housing services that it was not going to accommodate S under section 20 or that housing services would need to consider S's needs under the Housing Act 1996.
37. Officer A said in coming to her decision she had noted S's bad behaviour had been directed at family members. She therefore concluded there was no significant risk to the public by placing him in a bed and breakfast.
38. The Council did not carry out a new assessment of S's needs, such as an Initial Assessment. It is required to do so by the statutory guidance on homeless 16 and 17 year olds and the Council's policy.
39. The records show the Council conducted Police checks of the bed and breakfast premises. The Council's notes say a support plan was put in place for family members to support S where appropriate. There are no details in the Council's records of what this support plan entailed. While at the bed and breakfast S was visited by his paternal grandfather who told the Council S said he did not feel safe in the area. S spent five days in the bed and breakfast.
40. Officer A told us as S was not a 'looked after child' and his paternal grandfather had offered to support him, the Council felt S was supported in this accommodation. If his family had not agreed, Officer A said the Council would have provided more than bed and breakfast alone.
41. The Council visited S at the bed and breakfast two days after S was placed there. The record of the Council's visit notes S had hoped he would be moved from the bed and breakfast that day. S said he felt unsafe when leaving the bed and breakfast. However the Council explained there were no other placements available. It said it would review the situation after his next Court appearance three days later. The Council's record notes:

*"The current bed and breakfast accommodation meets [S]'s immediate needs, although it is noted he needs support to rebuild family relationships to enable him to return home, or to secure independent housing in the more long term."*
42. Mrs M says S told her that he was scared at the bed and breakfast. He told her he only had soup to eat and no one from the Council had visited him over the weekend. In response to Mrs M's complaint, the Council explained it felt S's period in bed and breakfast accommodation was not ideal but was temporary and it had no other alternative.

43. At S's second appearance, the Court gave S a non-custodial sentence. The bail conditions restricting S's contact with his father ended. The Council's files note that after the hearing Mr D and Mrs M told the Council they and other family members were unwilling to take in S. The Council discussed S's housing options and said the only option in the short term was for S to remain at the bed and breakfast. The Council asked S if he would like the Council to treat him as a 'looked after child' under section 20 of the Children Act 1989. S agreed to think about it overnight.
44. The next day the Council met with S and his father to go through S's housing options. S said he did not want to become a 'looked after child'. He said he would prefer to go into supported housing in Council X's area. The Council agreed to make a referral but explained there was a two to three month waiting list. Meanwhile it offered S a temporary supported accommodation scheme but he refused. The Council offered to continue to accommodate S in the bed and breakfast but again he refused. The Council's notes record Mr D said he felt compelled to take S back to live with him to prevent him having to return to the bed and breakfast accommodation. The Council's records show Mr D felt a bed and breakfast was not suitable and he felt S was vulnerable. The Council continued to treat S as a 'child in need'.
45. Mrs M says when S was allocated a new Social Worker, in January 2014, she felt more involved in the Council's decisions about S.
46. S continued to live with Mr D for three months until the placement broke down. S moved into the supported accommodation in the Council's area he had earlier refused to accept. This did not succeed and S became homeless a few months later. In the Spring of 2015 S moved into private rented accommodation with the help of Mrs M and her mother.

### **Mrs M's complaint to the Council**

47. In October 2013 Mrs M complained to the Council about how it had managed the family's case and about its communication with her. The Council responded a week later. However as Mrs M remained dissatisfied, in November 2013 she asked the Council to progress her complaint to Stage 2. In December 2013 the Council said it wanted to try to resolve her complaint before going to Stage 2. It decided to complete another Stage 1 response as it felt the first one in October lacked enough detail. Mrs M complained the Council was trying to have 'two bites of the cherry'.
48. At the end of January 2014 children's services passed on Mrs M's request for a Stage 2 investigation. This was more than two months after she had first asked for a Stage 2 investigation. At the end of March 2014 the Council confirmed it would consider her complaint at Stage 2. The Stage 2 report completed in June 2014 noted that S had refused to engage in the complaint investigation.
49. The Stage 2 Investigating Officer (IO) said it was clear from the files that S wanted to live with Mrs M or her mother, and if not then his father, Mr D. The IO said it was difficult to imagine what other work or sanctions the Council could have applied to Mr D regarding S's drug use, especially given the threats S made against Mr D.

50. The IO found the Council could have produced a more robust Core Assessment. The IO said the Council should have arranged for a multi-agency meeting as it is required under its 'child in need' procedures. However the IO noted the success of such a meeting would have depended on S's agreement to engage and the evidence was he would not have done so. The Council apologised to Mrs M for the lack of a multi-agency meeting and accepted the completion of the Initial Assessment and Core Assessment were slightly outside the required timescales.
51. The IO upheld Mrs M's complaint about the Council's delay in agreeing to, and starting, the Stage 2 investigation. Mrs M had the right to ask for a Stage 2 and for it to be conducted without delay. Part of the delay had been caused because the Council had asked S's view about his mother's complaint. S said he did not want his mother to complain on his behalf. The IO said although it was important for the Council to consider S's views, they were not a factor in deciding whether to undertake a Stage 2 and should not have caused the delay. The IO said the delay in starting the Stage 2, of four and a half months, caused considerable uncertainty to Mrs M. The Council accepted the IO's findings and offered Mrs M £250 for the time and trouble caused by the delay in the complaints procedure. It also agreed to improve its complaints handling.
52. Mrs M remained dissatisfied and at the end of June 2014 asked for her complaint to be considered at Stage 3, an Independent Review Panel. The Review Panel hearing was held in September. The Review Panel was not held within the required 30 working days. The Review Panel explained this was because it had adjourned an earlier hearing after relevant Council officers could not attend the earlier date. The Review Panel felt the IO's report was thorough. It recommended the Council apologise to Mrs M for not being clear about what it could and could not do to support S, given that parental responsibility for S had remained with Mrs M and Mr D.

### **Mrs M's claimed injustice**

53. Mrs M says the Council's communication with her and its complaints process was poor. She felt no one in children's services was responding to her pleas for help.
54. Mrs M believes S's behaviour worsened when he went to live with his father and she feels the Council should have explored why his behaviour changed. She feels the Council did not place enough emphasis on S having special educational needs.
55. She says her family felt terrorised by S. She wants the Council to accept it should have intervened more with Mr D's frequent abandonment of S in Council X's area.

## **Conclusions**

### **The support the Council offered to S**

56. The Council identified S as a 'child in need' in 2013 soon after it received the referral from the Police that S may have been harmed. The Council offered services to Mr D and S however they would not accept the support offered.

57. At various intervals over the next few months the Council repeated its offer of support to Mr D and S. This included the offer of a Family Support Worker, signposting to addiction support and to S's GP, information about when to contact the Police, and information about housing options. On the whole Mr D and S continued to refuse the support the Council offered to S as a 'child in need'. Nevertheless Mr D and S occasionally met with the YOT worker appointed to oversee S's care in November 2013.
58. Throughout the period of the complaint Mrs M and Mr D held parental responsibility for S. Case law says as young people approach 18 parental responsibility is a dwindling right. Therefore S's parents and the Council could not force S to accept the support the Council offered to him as a 'child in need'. A young person who makes bad decisions is not necessarily incompetent to make their own decisions. Therefore we find support was offered to S as a 'child in need' and there was no fault.

### **The Council's involvement of Mrs M in its assessments of S**

59. Although the Council carried out an Initial and Core Assessment in 2013 it failed to seek Mrs M's views as part of those assessments. The Council communicated with Mrs M about her concerns about S. However that is not the same as including her in its assessments of her son's needs.
60. Mrs M believes she would have been able to contribute significantly to the Council's assessment of her son's needs and wished to comment on his father's ability to parent him, given S's challenging behaviour. We agree she would have been able to contribute to all the key areas of the assessment including:
- S's development needs including his special educational needs. The Council said it was unable to find out about any special educational needs S had as his old school had closed down. Mrs M could have given more information.
  - the parenting capacity of Mr D and Mrs M.
  - the family and other environmental factors affecting S.
61. Involving Mrs M may have led to the Council including different information in S's Core Assessment, especially about any special educational needs S had and his behaviour while attending his residential school. However at this late stage, and without S's involvement in any complaint, we cannot say with enough certainty if that would have changed the Council's approach to S or how it decided to support S as a 'child in need'. The evidence shows it was likely S would have declined any support offered.
62. The Council failed to send Mrs M copies of the assessments at the time. The Council's policy is parents are fully informed of the outcomes of assessments unless prejudicial to the child's welfare. There is no evidence it would have been prejudicial to S's welfare.

63. The failure to involve Mrs M in S's 'child in need' assessments and the subsequent failure to send her the assessments in a timely manner, would undoubtedly have caused her unnecessary frustration. It would have led her to feel uninformed and her views not respected by the Council. Therefore we find fault causing Mrs M an injustice. We are unable to conclude whether S was caused any injustice as a result of these faults.

### **General communication with Mrs M**

64. The Council's records show it regularly spoke to Mrs M and Mr D about S. The Council received regular phone calls and texts from Mrs M regarding her concerns about S. The records show the Council regularly updated Mrs M by telephone, roughly once a week. This may not have been at the frequency Mrs M would have liked but it was open to her to speak to Mr D to ask for any updates on S. It appears the Council may have decided to treat Mr D as the main source of information about S because at that time he was providing the day to day caring role for S.
65. Mrs M complained that the Council did not update her on one occasion when S was released from police custody in Council X's area. Council X had the most up to date information and had communicated with Mr D. S was a 'child in need' but was not in the care of the Council. Therefore his parents had a role in keeping each other informed about what was happening to S. If Mrs M and Mr D had felt better able to communicate with each other this may have allowed for greater updates without the need to involve children's services.
66. Therefore on the issue of general communication with Mrs M we find no fault.

### **The Council's use of bed and breakfast to accommodate S**

67. During our investigation it became apparent that S may have suffered an injustice as a result of fault by the Council when it placed him in bed and breakfast accommodation. Therefore, although S was not party to his mother's complaint to the Ombudsman, we decided to use our powers to investigate matters coming to our attention relating to his time in bed and breakfast accommodation.
68. In January 2014 the Court ordered S to live and sleep as directed by the Council until the next Court appearance five days later. The Court determined that S could not return to his father's home. Mrs M would not allow S to live with her. We conclude that under the duties owed under section 20 of the Children Act 1989, because the person caring for him was prevented from providing him with suitable accommodation or care, S needed the Council to provide him with accommodation. However there is no record on S's file showing the Council realised it was now under such a duty to provide S with accommodation under section 20. As S was homeless the Council was also required, by the statutory guidance on homeless 16 and 17 year olds and its own policy, to conduct a new 'child in need' assessment. It did not do so and that was fault.

69. The Council says S had refused to become a 'looked after child'. However its records do not show the Council asking S this when the Court ordered him to live as directed by the Council. The records also do not show it asked S about becoming a 'looked after child' in the previous five months it had been in contact with S. Therefore there is no evidence S had at that stage refused to become a 'looked after child'.
70. After speaking to relevant officers, it is clear that in January 2014 the Council thought by placing S in a bed and breakfast it was not treating him as a 'looked after child' but acting under its housing obligations to homeless people. The Council says if S was a 'looked after child' it would not have been allowed to place S in a bed and breakfast. This may have been the Council officers' intention, however the evidence points to S being placed there as a 'looked after child' as:
- it appears a section 20 duty was owed.
  - there is no evidence S refused to be a 'looked after child' at the time of his first Court appearance in January 2014.
  - the Court's bail conditions had in effect made S homeless. Case law says the duties under section 20 of the Children Act take precedence over the duties in the Housing Act 1996.
  - children's services, not housing, took the decision to place S in bed and breakfast and children's services arranged and paid for the accommodation.
71. The Council was not permitted to place S in a bed and breakfast as either a 'looked after child' or as a homeless 16 to 17 year old. Placing S in bed and breakfast, even in an emergency, is a breach of the statutory guidance. This is a significant fault concerning a vulnerable young person.
72. The Council's records indicate it did not take the decision to place him in bed and breakfast as seriously as would be suggested when breaching the statutory guidance. This is probably because it had not realised it was acting with fault. Its officers only visited him once, two days after he had been placed there. It did not see him again until after the Court hearing three days later. This would not be permitted if it had recognised it had placed him there as a 'looked after child'.
73. The Council says while S stayed at the bed and breakfast there was a support plan in place for his family (paternal grandparent) to support him including the provision of meals. However, there is no record of the details of any support plan on the Council's file. Therefore we are unable to see what was agreed and what his family understood the Council would provide, or what the Council expected the family to provide.

74. Mrs M alleges that apart from breakfast S only had soup to eat. When Council officers visited S two days into his stay at the bed and breakfast the records show an officer purchased food for S to last until his next Court appearance. The records also show that the Council advised S's grandfather should give S money for provisions. If the Council had recognised S was a 'looked after child' the Council would have provided all his meals and other daily support.
75. The possible options for accommodating S as a 'looked after child' could have been: a foster carer with specialist training in older children involved in offending behaviour; children's home; or other supported accommodation. There is no evidence the Council considered any alternative to placing S in a bed and breakfast. A failure to do so may be an error of judgement but also may bring into question whether the Council is meeting its obligation to ensure it has sufficient appropriate accommodation. (Section 22G of the Children Act 1989)
76. S was a vulnerable teenage boy with a drug problem. The notes show the Council felt the bed and breakfast would 'meet his needs' without any reference to the statutory guidance which says bed and breakfast is not suitable, even in an emergency. Bed and breakfast accommodation leaves young people accommodated alongside adults. Therefore as the statutory guidance says bed and breakfast is not suitable we can conclude S was likely to have suffered an injustice. In addition, the Council's protocol on homeless 16 and 17 year olds fails to make clear that bed and breakfast accommodation should never be used even in an emergency. This is fault. However as S has not asked to be party to this complaint by his mother, we cannot suggest a suitable remedy for any injustice suffered by S because of this significant fault. Nevertheless we will recommend the Council takes action to prevent a recurrence in the future when dealing with other 16 and 17 year olds who require accommodation.
77. When the Court removed the bail conditions five days later, the Council asked S if he would like to be accommodated under section 20 but S refused. This is the only record of the Council asking him about becoming a 'looked after child'. It is our view that S had already been a 'looked after child' for the previous five days. The Council took S's views that he did not want to be a 'looked after child' to be decisive. The statutory guidance says it is important that the young person's decision is properly informed and reached after careful consideration of all the relevant information. The statutory guidance says children's services should also be satisfied the young person is competent to make such a decision. The statutory guidance says councils should take careful records of what it explained to the young person and their refusal and it should provide child friendly advice for the young person to take away to consider. The Council has not recorded what information it gave to S about becoming a 'looked after child' or how it balanced S's views with his competency to make such a decision, his needs and the problems he was causing both of his parents. That was fault.
78. The Council says that since January 2014 all placements of young people into bed and breakfast or hotel accommodation have to be approved by the Head of Service. The Council says it no longer uses bed and breakfast accommodation to house young people and would instead use hotels.



79. Government guidance states bed and breakfast establishments typically involve the use of privately managed hotels. Bed and breakfast means accommodation which is not separate and where households share at least some basic facilities. (The Homelessness (Suitability of Accommodation) (England) Order 2003) Hotels can only be used when they have been specially commissioned to provide high quality supported temporary accommodation to young people. Therefore a hotel is still classed as bed and breakfast accommodation if it has shared facilities and it is not registered as supported housing. The hotels the Council uses are normal hotels in which members of the general public may book a room. They are not registered as supported temporary accommodation to young people. As a result the Council's current decision to use hotels to accommodate 16 and 17 year old young homeless people would also be in breach of the statutory guidance. That is fault.

### **Complaint handling**

80. For the additional time and trouble spent pursuing a complaint, over and above that set down in the complaints procedure, we usually recommend anything from an apology to a few hundred pounds. Our recommendations are not based on the cost of making a complaint but are an acknowledgement of any frustration caused by delay. We recognise Mrs M found it frustrating when the Council continually delayed in starting the Stage 2 investigation. We agree with the Stage 2 Investigating Officer, the statutory guidance says the Council had to start the investigation without delay once Mrs M requested it. The Council failed to do so and that delay was fault. The amount the Council has offered for the delays in the Stage 2 process is in line with our guidance on remedies.
81. Mrs M suffered additional time and trouble when the Stage 3 was delayed by a month. This was not as a result of any action or inaction on her part but because of the inability to get Council officers to a meeting in August. It was outside timescales set out in the statutory guidance. This additional fault would have caused Mrs M additional time, trouble and frustration that the Council has yet to remedy.

### **Decision**

82. We have completed our investigation into this complaint. There was fault causing injustice to Mrs M and others. The Council should take the action identified in paragraphs 83 to 85 to remedy that injustice to Mrs M and others and to improve its practices in the future.

### **Recommendations**

83. To remedy the injustice caused to Mrs M by the faults identified above, we recommend within two months of our final report the Council should:
- apologise to Mrs M for failing to involve her in its 'child in need' assessments and for the additional time it took to consider her complaint at all three Stages of the statutory complaints procedure.

- pay Mrs M £200 for the frustration caused by not being able to contribute to her son's 'child in need' assessments.
- increase its offer to her for the additional time and trouble she spent pursuing her complaint over that allowed by the statutory complaints guidance from £250 to £300 due to the delays at Stage 3.

84. To prevent injustice to other members of the public, we recommend within three months of our final report the Council should:

- ensure it involves both parents in its child in need assessments unless there are specific and recorded safeguarding reasons not to. Also, ensure it shares copies of those assessments to parents where it is safe to do so, in a timely manner, redacted where necessary.
- improve its policy for homeless 16 and 17 year olds to include reference to bed and breakfast accommodation not being suitable even in an emergency. It should then ensure its children's services' staff are aware of this condition.
- ensure it does not place homeless 16 and 17 year olds in bed and breakfast accommodation (including the use of unsupported hotels) even in an emergency. If the Council decides to act in breach of the statutory guidance, the decision to do so should continue to be made by the Head of Service. The Head of Service's decision, and the reasons for it, should be recorded on the child's file.
- ensure it records important decisions on the child's case file when considering providing accommodation to 16 and 17 year olds covering such areas as:
  - whether a section 20 duty arises.
  - whether it is obliged to conduct a new Initial Assessment of the child's needs now they are homeless.
  - how it has explained the implications of becoming a 'looked after child' to the young person.
  - any refusal by the young person to become a 'looked after child' and how it explained that assistance may be available to them from the housing department.
  - any contact with the Council's housing department after a young person who requires accommodation refuses to become a 'looked after child'.
- carry out a review of whether it is meeting its sufficiency duty regarding the provision of accommodation to its 'looked after children'.

85. The Council should report back to us on our recommendations within three months of our final decision. If there are any outstanding matters it should report to us monthly until all the actions are completed.
86. The Council has accepted our recommendations. It is consulting on a revised version of its homeless protocol for 16 and 17 year olds and its sufficiency strategy. It is also revising its guidance for staff. It expects to complete this work by September 2015.



**Action Plan**

**Appendix 'B'**

<b>That within 2 weeks of the final report LCC should:</b>		<b>Action</b>	<b>Who</b>	<b>By when</b>
Make a public notice in more than one newspaper within <b>two weeks</b> of receiving the report, and to make the report available at one or more of the Council's offices for three weeks (see specimen public notice in 'action' column).		Published Bolton Evening News Thursday 13 August and Fleetwood Weekly news Wednesday 19 August.	Rob Bywater Angela Esslinger Diane Booth	19.8.15 completed
<b>That within two months of the final report LCC should:</b>		<b>Action</b>	<b>Who</b>	<b>By when</b>
a	Apologise to the complainant for failing to involve her in our 'child in need' assessments and for the additional time it took to consider her complaint at all 3 Stages of the statutory complaints procedure.	Letter to be written and action plan to be shared	Diane Booth	13.9.15 completed
b	Increase our offer to the complainant for the additional time and trouble she spent pursuing her complaint over that allowed by the statutory complaints guidance from £250 to £300 due to the delays at Stage 3.	A total of £500 has been made and accepted in the above letter.	Diane Booth to include offer in letter  Complaints Team are processing payment from CYP budget	13.9.15  Payment made
c	Pay the complainant £200 for the frustration caused by not being able to contribute to her son's 'child in need' assessments.			
<b>Within three months of the final report LCC should:</b>		<b>Action</b>	<b>Who</b>	<b>By when/ status</b>
d	LCC must formally consider the report and any recommendations we have made. This means the report should be submitted to its full council (or committee if the council has delegated the authority to that committee).	Take a report to the Cabinet Member for Children, Families and Schools and then a Full Council meeting	Diane Booth Ian Young	On 22 October Full Council meeting held Completed
e	Ensure we involve both parents in our child in need assessments unless there are specific and recorded safeguarding reasons not to. Also, ensure we share copies of those assessments to parents where it is safe to do so, in a timely manner, redacted	All workers have been briefed and we have introduced a booklet for CYP and families regarding the assessment process	Diane Booth	April 2015 Completed

	where necessary.			
f	<p>Improve our policy for homeless 16 and 17 year olds to include reference to bed and breakfast accommodation not being suitable even in an emergency. We should then ensure our children's service staff are aware of this condition.</p>	<p>All staff are aware and B&amp;B are only ever used in an emergency when nothing else is available and we have updated our scheme of delegation and only the Director of Children's Services can approve use of bed and breakfast We are currently consulting upon a refresh of the homeless protocol for 16/17year olds.</p> <p>Our quality assurance audit activity will measure compliance.</p>	Diane Booth	<p>April / November 2015</p> <p>Completed</p>
g	<p>Ensure we do not place homeless 16 and 17 year olds in bed and breakfast accommodation (including the use of unsupported hotels) even in an emergency. If LCC decides to act in breach of the statutory guidance, the decision to do so should continue to be made by the director for children services. The director for children services decision and the reasons for it, should be recorded on the child's file.</p>	<p>This will be reflected in the refreshed protocol.</p> <p>All staff are already aware</p> <p>Our quality assurance audit activity and data monitoring will measure compliance.</p>	<p>Diane Booth</p> <p>Diane Booth</p>	<p>13 November 2015 pending</p> <p>April 2015</p>
h	<p>Ensure we record important decisions on the child's case file when considering providing accommodation to 16 and 17 year olds covering such area as:</p> <p>i. Whether a section 20 duty arises.</p> <p>ii. Whether we are obliged to conduct a new Initial Assessment of the child's needs now they are homeless.</p> <p>iii. How we have explained the implications of becoming a 'looked after child' to the young person.</p> <p>iv. Any refusal by the young person to become a 'looked after child' and how we explained that</p>	<p>We will incorporate this into the refreshed guidance for workers</p> <p>All staff already aware</p> <p>Our quality assurance audit activity will measure compliance.</p>	<p>Diane Booth</p> <p>Diane Booth</p>	<p>13 November 2015 pending</p> <p>April 2015</p>

	<p>assistance may be available to them from the housing department.</p> <p>v. Any contact with the housing department after a young person who requires accommodation refuses to become a looked after child.</p>			
i	<p>Carry out a review of whether we are meeting our sufficiency duty regarding the provision of accommodation to our 'looked after children'.</p>	<p>We have established a project board with our housing partners to address sufficiency – scope need and develop provision to meet demand</p> <p>The sufficiency element will take a lot longer to review with all our housing partners</p> <p>We are scoping demand/ need and current provision over a 12 month project linked to NEET</p>	<p>Diane Booth</p>	<p>Ongoing work which has commenced</p> <p>Pending</p> <p>Estimated End date April 2016</p>





# Children's Social Care

A guide for parents involved in  
the assessment process



[lancashire.gov.uk/family](http://lancashire.gov.uk/family)

**Lancashire**

County  
Council



comm 4020

**This guide**

This guide is for parents whose child has been referred to Children's Social Care. Sometimes families get in touch with us themselves, or ask someone to get in touch on their behalf. In other cases someone who is concerned about a child or children may contact us. The leaflet tells you how we will work with you and what you can expect to happen.

All children have a right to develop in a healthy and safe way. Parents and families want to do their best for their children, but sometimes they need some extra help or support. We know that with a little help most families can sort out their own problems, and our aim is to help you to do that.

When you are first referred to us, we will work with you to see what help and support your family might need, and who could best provide you with this support.

We'll find this out by carrying out an assessment. Sometimes when you are referred to us, an assessment is not undertaken, because other services are more able to meet your needs.



As we have a team that looks at all the referrals that come to us, initial enquiries may suggest that your health visitor, for example, could support your family by helping you access a children's centre or parenting support group.

**An assessment**

An assessment is a way of finding out:

- How your child is doing in terms of education, health and learning about how they are getting on with other people.
- What issues, if any, are affecting your child or children.
- What support you, as a parent, are able to give your child or children.
- What other things may be helping you with bringing up your child, or may be making your life more difficult.

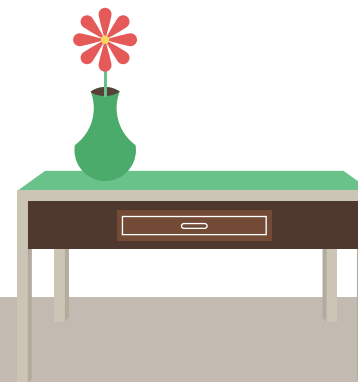
Although we recognise that some families find the assessment process difficult, we also know that many families do find that life starts to improve as a result of the assessment and the support it brings.

**The assessment process**

The assessment is carried out by a social worker.

They will:

- Meet with your child or children alone.
- Meet with you and members of your family, maybe a number of times.
- Talk to other people who work with you and your family, such as your child's teacher or your family doctor. In most cases, we will ask for your consent to do this. If we are concerned about a child's safety this is not required, but we will still ask you and explain if this is the case.
- Write down all the information we gather, and use it to help work out what strengths and difficulties your family has.



### Putting Children First:

#### How long an assessment takes

An assessment, can take up to 45 working days depending on how complex your situation is.

There may be a wait between us getting the referral and starting the assessment, depending on how urgent your situation seems to be. If you would like a copy of the assessment once it has been completed please let the social worker know.

#### After the assessment

After the assessment one of two things might happen:

We may decide that there is no need for our support services. We will let you know this if this is the case. However we may recommend other organisations to you who provide help which you and your child would benefit from. In this case, we will write a Child in Need Plan explaining what will happen and what difference the support services should make, We will let you have a copy of the plan and will discuss it with you. If you would like a copy of the plan please let your child's social worker know. (Support services are provided under section 17 of the 1989 Children Act)



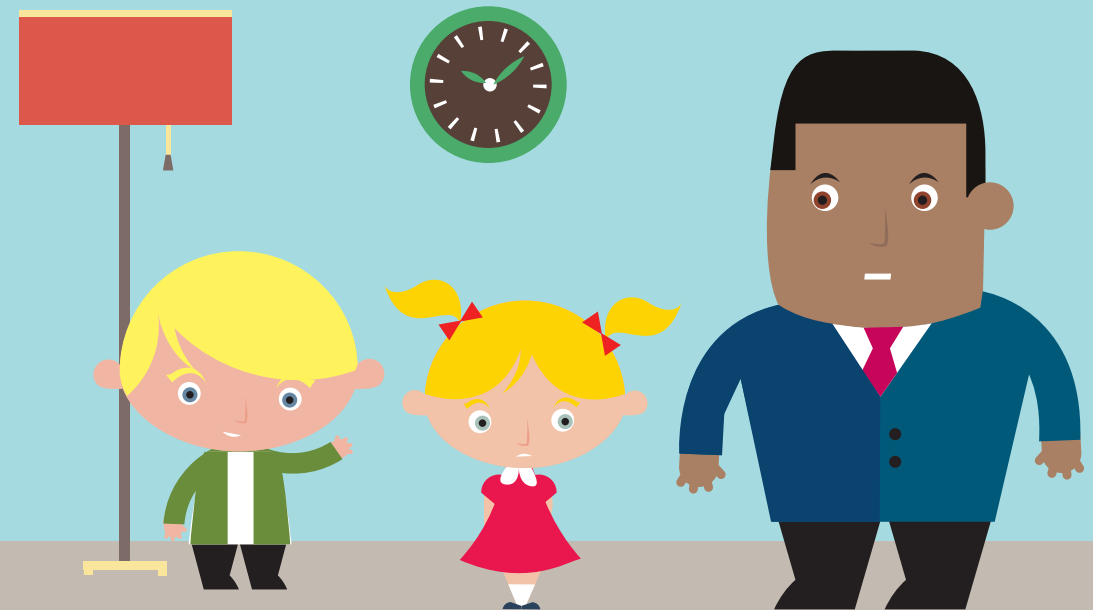
### Assessments and the safety and protection of children

We do what we can to support families to stay together whenever this is best for the child. In a very small number of cases, there are serious concerns about a child's safety. Making sure your child is safe will be our first priority. We may need to carry out child protection enquiries, (under section 47 of the 1989 Children's Act).

We will listen carefully to what you have to say, offer advice, and, if necessary, support you to bring up your children and resolve your difficulties. The support services we offer may help you through a short-term crisis, or work with you longer-term. We will try our best to offer you any services you need as soon as possible. Occasionally there may be delays in providing you with the service(s) you need. As far as we can, we will keep you informed about what we are doing and planning.

We will keep information you give us confidential, unless you give us permission to share it with other people, or unless we need to share the information to protect your child.

If a child protection enquiry finds that your children are at risk and their safety is a concern, we will hold a multi-agency child protection conference in order to decide whether your child requires a child protection plan. If this is the case the social worker will provide you with further information regarding this process.



### What we'll need from you

We know that the vast majority of parents want to do their best for their children, and completing the assessment will help the social workers recognise the strengths you and your family have, as well as your difficulties. We can help you best if you tell us about your difficulties and what you do well in your family. Do not be afraid to ask questions or tell us what you are concerned about.

### Comments and complaints

We welcome any comments about our services – good or bad. We are interested to hear how we could do things better, and we like to know when we are doing well. If you are unhappy with the services you receive, we encourage you to make a complaint. Full details are given in the factsheet Speak Up (see across), or contact the Customer Feedback Service.

Customer Feedback Service on **01772 530671**

Care Connect on **0845 053 0009** or **01772 221609**

You can also use the online form on our website:

**[lancashire.gov.uk/childrensservices/telluswhatyouthink](http://lancashire.gov.uk/childrensservices/telluswhatyouthink)**  
**[cyp.telluswhatuthink@lancashire.gov.uk](mailto:cyp.telluswhatuthink@lancashire.gov.uk)**



Social Care Customer Feedback  
 FREEPOST RTKC-HBTA-TZRK  
 PO Box 1337  
 County Hall  
 Preston  
 PR2 0TG

Tel: **01772 530671**

Children's Society in Lancashire  
 The Children's Society in Lancashire  
 30 Ribblesdale Place  
 Preston  
 Lancashire  
 PR1 3NA

Tel: **01772 256900**

The email address for the service is an encrypted service and we have difficulty received information, the email address is:

Email: **[postmaster@childrenssociety.org.uk](mailto:postmaster@childrenssociety.org.uk)**.

Young people can telephone the Young People's Interactive Services on

**0800 511111**

Text **07786 511 111**

Visit **[q2a.co.uk](http://q2a.co.uk)**

(365 days a year, from 10 in the morning to 10 at night).

### Information Sharing

Lancashire Children's Social Care and Personal Information

When you are in touch with Children's Social Care, we will keep information about you in written records and computer files. We will keep this information confidential, and if there is a need to discuss this information with anyone else, we will normally ask for your permission.



The only exception to this is if information come to light which, in the social worker's view, may indicate a serious threat to the welfare of your child. If this is the case, you will be told what your rights are in this new situation. You have a right to ask to see records we keep about you, including the assessment record. If there is anything in it which you disagree with, you can ask to have your views written down on the record. We can give you more information about how we handle personal information. Phone **01772 636693** for our factsheet Your Personal Information.

### How we will use your information

We want to offer a wide range of social care services that meet your needs and will give you the best possible coordinated care. To help us do this it is important that all partner agencies (for example health, education and housing) can – within reason – share information about your welfare. During your contact with Lancashire County Council, we will ask you for information so that you can receive an appropriate social care service.

We keep this information securely, together with details of our work with you and any services you receive, because it may be needed if we see you again.

### Access to your records

You are entitled to know what information we hold about you. If any of your details are wrong, tell us and we will correct them.

If you would like access to your information you should apply in writing. You can either send us a letter or complete the request form attached to this document.

Applications should be sent to:  
The Data Protection Officer  
PO Box 100, County Hall  
PRESTON, PR1 0LD

We are obliged to reply to your request within 40 days. The Data Protection Act sets out the fees we can charge. However, we believe you should be able to have access to your information free of charge, so it will not cost you anything.



## Application for access to Lancashire County Council records.

### 1. Your details

Surname: .....

Forename(s): .....

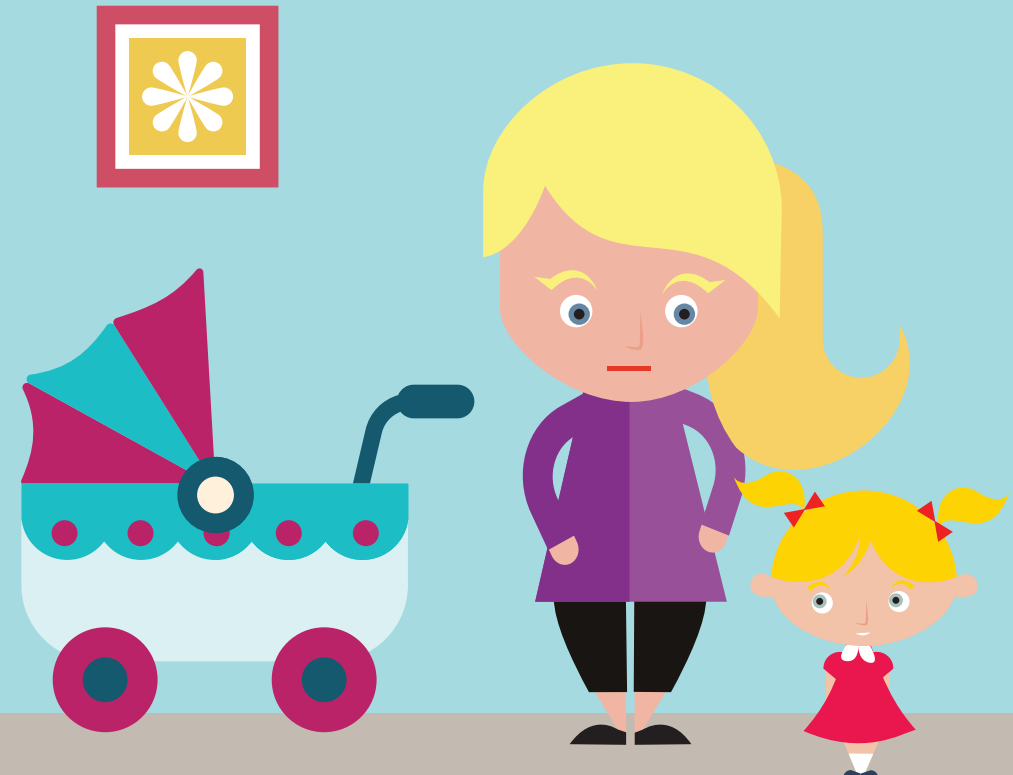
Date of birth: .....

Address: .....

Postcode: .....

Tel Number: .....

Signature: .....



**2. Are you requesting information about yourself:** Yes/No  
 (If you are asking for information about yourself, please go to section 5)

If you are asking for information about someone else, please give their details below:

Surname: .....

Forename(s): .....

Date of birth: .....

Address: .....

Postcode: .....

Tel Number: .....



**3. What is your relationship to the person whose information you are asking for? (e.g. parent, partner etc)**

Please note that if you are applying on behalf of someone else, we may have to contact them for their written permission to disclose information to you. If you are a parent applying for access on behalf of your child, we can only disclose their information to you if it is considered to be in the child's interests.

.....

**4. In the space below, please provide us with any other details that may help us in locating the information you have asked for. (This may include details of previous names the person whose information you are requesting may have had, or addresses they may have lived at)**

.....  
 .....  
 .....

**5. To help us**

To help us process your request as quickly as possible, please enclose proof of your identity with this application. For example a photocopy of your birth certificate, benefit book, passport or driving licence. Please note that we do not require the original documents.

Please return completed forms to:  
 The Data Protection Officer  
 PO Box 100, County Hall  
 PRESTON, PR1 0LD

And finally if you want further information regarding a referral you have made or about the referral process please see the contact details below:

**Referrals to Children's Social Care:**

If you need the Customer Service Centre to raise a new referral then please put details on an email and send to: **cypreferrals@lancashire.gov.uk**

If your referral is urgent please telephone one of the following:

Customer Access Team – **0845 053 0009** – weekdays 8.45am to 5.00pm  
 Emergency Duty Team – **0845 602 1043** – outside office hours, weekends and public holidays.







# Children's Social Care

A guide to the assessment process  
for Children and Young People



[lancashire.gov.uk/family](http://lancashire.gov.uk/family)

**Lancashire**

County  
Council



00000-4020

**A social worker will go through this leaflet with you at the start of the assessment to make sure you understand what is happening.**

### **An assessment**

This is where a social worker asks questions about you and your family and with your permission talks to other professionals who know you. This is to see what support you and your family might need, and whether Children's Social Care can provide any help. They should see you on your own, unless you do not want to.

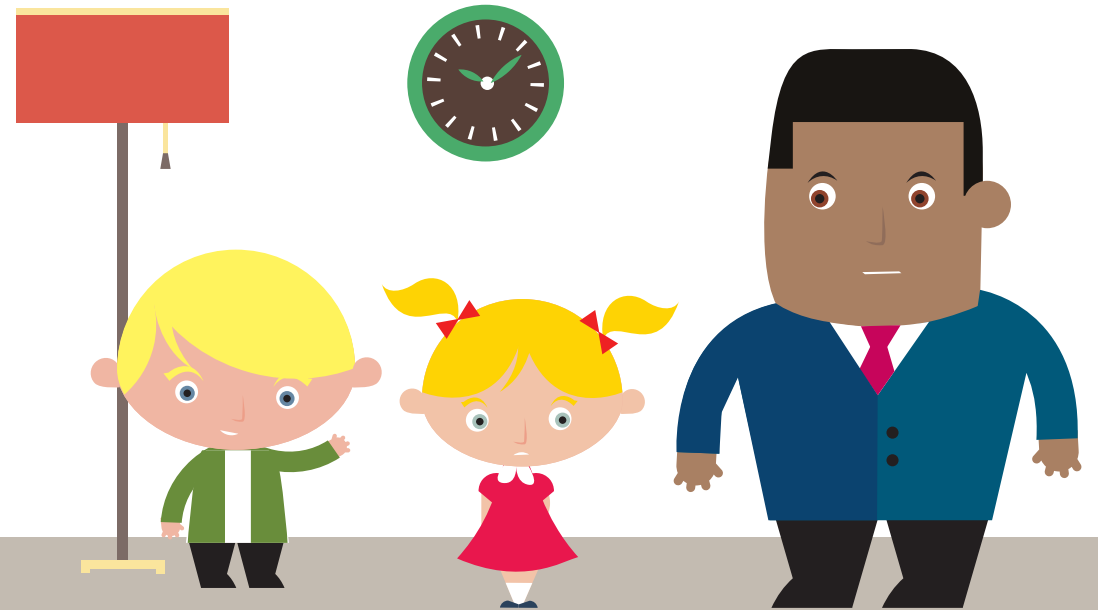


### **What an assessment is**

Some assessments are more detailed than others depending on what your family situation is. They can take up to 45 days. The social worker will speak with you and your family, and others who know you, to find out what is happening in your life and what support you and your family might need. This is written down to make sure everything is included and nothing is forgotten, including your views and those of your family. This will be used to plan the best support. It involves different people who know you, such as your school. It also involves working closely together and having meetings with you and your family to plan and ensure we do the right things to help.

### **In assessments the social worker should:**

- Find the best place to meet with you
- Be on time
- Listen to you
- Be honest and up front
- Give practical help if needed
- Make sure you know what's happening
- Make sure you understand what's in the assessment
- Give you a copy if you request it



### Access to your information

You are entitled to know what information we hold about you. There is more information at the end of the leaflet about this.

### Your input

Of course! We want to know what you think.

### And...

If you are not happy with anything about the assessment you can talk to your social worker about it.

If you are still not happy, there is a complaints leaflet included in this guide. Hopefully we can sort out your problem before this. If not you can get an advocate to help you.

If you have any views on the assessment process tell your social worker. We are always trying to improve the way we work with children and young people.



### How we will use your information

Your social worker will explain this to you. There is also information at the end of this guide to help you.

### Comments and complaints

We welcome any comments about our services – good or bad. We are interested to hear how we could do things better, and we like to know when we are doing well. Full details are given in the factsheet 'Speak Up'.

Customer Feedback Service on **01772 530671**

Care Connect on **0845 053 0009** or **01772 221609**

You can also use the online form on our website:

**[lancashire.gov.uk/childrensservices/telluswhatyouthink](http://lancashire.gov.uk/childrensservices/telluswhatyouthink)**  
**[cyp.telluswhatuthink@lancashire.gov.uk](mailto:cyp.telluswhatuthink@lancashire.gov.uk)**

Social Care Customer Feedback  
 FREEPOST RTKC-HBTA-TZRK  
 PO Box 1337  
 County Hall  
 Preston  
 PR2 0TG

Tel: **01772 530671**

Children's Society in Lancashire  
 The Children's Society in Lancashire  
 30 Ribblesdale Place  
 Preston  
 Lancashire  
 PR1 3NA

Tel: **01772 256900**

The email address for the service is an encrypted service and we have difficulty received information, the email address is:

Email: **[postmaster@childrenssociety.org.uk](mailto:postmaster@childrenssociety.org.uk)**.



Young people can contact the Young People's Interactive Services on

**0800 511111**

Text **07786 511 111**

Visit **q2a.co.uk**

(365 days a year, from 10 in the morning to 10 at night).

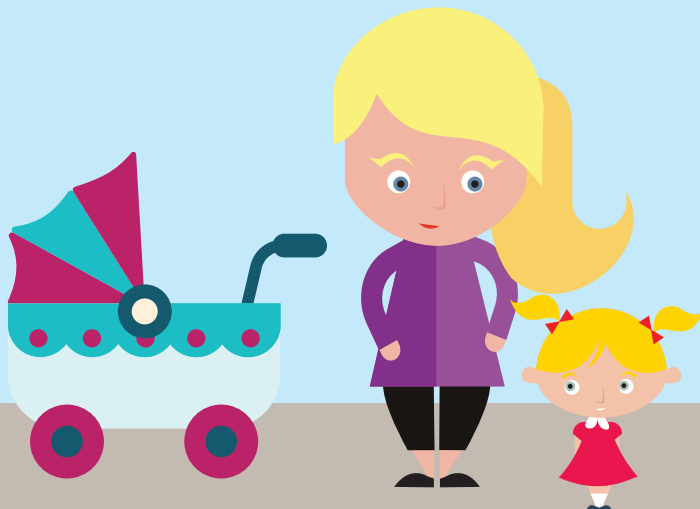
### Information sharing

#### Lancashire Children's Social Care and Personal Information

When you are in touch with Children's Social Care, we will keep information about you in written records and computer files. We will keep this information confidential, and if there is a need to discuss this information with anyone else, we will normally ask for you or your parents' permission. The only exception to this is if information comes to light which, in the social worker's view, may mean you or someone else is in danger. If this is the case, you will be told what your rights are in this new situation. We can give you more information about how we handle personal information. Phone **01772 636693** for our factsheet 'Your Personal Information'.

### The use of your information

We want to offer a wide range of Social Care Services that meet your needs and will give you the best possible care. To help us do this it is important that all agencies (for example health, education and housing) can – within reason – share information about your welfare. We will keep information about your care within your care record folder, or in computer systems.



### Access to your records

You are entitled to know what information we hold about you.

If any of your details are wrong, tell us and we will correct them.

If you would like access to your information you should apply in writing.

You can either send us a letter or complete the request form attached to this document. Applications should be sent to:

The Data Protection Officer  
PO Box 100, County Hall  
PRESTON, PR1 0LD

### Your Feedback

When there are important issues in your life, you may like to write these down rather than speak directly to your social worker. You can use this space, then give to your social worker or just hand it in or post to the customer feedback address.







# Children Looked After/Leaving Care 2016-17 Supported Accommodation/Learning Offer Programme Board

## Terms of reference

### Purpose

The Director of Children's Services has responsibility for the delivery of this programme and for reporting to the county council's Management Team on its progress. The Board will determine when additional reporting to other internal groups such as the Corporate Parenting Board is required and will be responsible for providing these as appropriate.

This programme contributes to the county council's vision to transform into an organisation with ambition, which will set out to do things to the very best standard within the financial and other resources available and which will focus on outcomes that allow us to measure the difference we make to the communities we serve. Our aim is to be the best council in the country because we believe in getting the best for the people of Lancashire.

The Programme Vision is to improve the experience for all young people looked after, leaving care and those who are looked after through needing support at 16/17 due to housing need. The Programme seeks to ensure that the services we provide have a real impact on their lives and their families, are effective and provide value for money.

The Programme Board will be accountable for delivery of the programme and will be concerned with HOW the programme outcomes will be achieved; it will act as the key decision making body providing leadership and strategic direction to the agreed projects operating within the programme.

The Board will oversee progress across all its component projects directing individual project boards, prioritising project outputs, identifying and allocating

resources, and removing barriers to ensure they are successful in delivering the significant organisational changes required.

The main focus for 2015/2016 will be:

- To communicate the Programme Vision and secure stakeholder engagement to the challenges and the transformational change ahead.
- To ensure the county council's service offers for financial savings across services are delivered by the projects within the programme as appropriate.
- To identify and actively manage the timescales, risk and issues which will emerge during the delivery of this large scale transformation programme.
- To oversee the careful design and construction of the dossier of projects required to deliver each step change identified within the programme, ensuring that these are correctly sequenced and that the mechanisms for delivery are in place.
- To support the development of partnerships with local Housing Providers in order to secure an appropriate type and level of accommodation and support for young people as they make the transition to independence.
- To review the impact of the Children's Pathways Review Project and develop plans which deliver the changes identified as part of this Programme of Activity/Dossier of projects as appropriate

## **Membership**

Chair and Senior Responsible Owner: Tony Morrissey, Assistant Director for Children's Services

Programme Executives:

Diane Booth, Children's Social Care  
Penny Hindle, Children's Social Care  
Audrey Swann CLA\_Vulnerable Children and AP/VSH  
Debbie Duffell, Head of Services, Wellbeing, Prevention and Early Help



Pam Goulding, Skills Learning and  
Development/Employment Learning  
and Skills

Amanda Melton, Lancashire Adult  
Learning

Annette McNeil / Nicola Bashall,  
Commissioning

Mark Lennighan, Business  
Intelligence

Jo Ainsworth, Finance Subject Matter  
Expert

Liz Mossop/Bev Lyon, Housing  
Subject Matter Expert

Senior User:

Diane Booth, Head of Children's  
Social Care Service

Senior Supplier:

TBC

Business Change Manager:

Penny Hindle

Programme Manager:

Grant Murdoch, Programme Office  
Subject Matter Expert (Children)

**Meeting Frequency** - Every other month



## Cabinet Committee on Performance Improvement – 10 December 2015

### Report of the Chief Executive

Part I

Electoral Division affected:  
All

### Quarterly Corporate Performance Monitoring Report – Quarter 2 2015/16 (Appendix 'A' refers)

Contact for further information:

Michael Walder, 01772 533637, Business Intelligence Team,  
[Michael.Walder@lancashire.gov.uk](mailto:Michael.Walder@lancashire.gov.uk)

#### Executive Summary

A robust performance management framework will underpin the delivery of the new Corporate Strategy from 2016. A suite of key performance indicators will be established to monitor and manage the delivery of strategic outcomes. Additionally, service plans will include service standards and planned outcomes, reported as metrics with targets.

For the interim period, regular corporate monitoring of performance across the authority as a whole continues, with the production of quarterly reports and analysis of corporate performance. Quarterly Quality of Service reports against the themes of Start well, Live well and Age well have been produced for quarter 2 2015/16, giving an overview of performance, along with Highlight reports for other areas of the organisation

In addition to monitoring and providing progress updates against budgets, projects and other future developments, each Quality of Service and Highlight report gives details of performance against Performance Indicators for that quarter.

An overview of the Quarter 2 (end of September 2015) budget position is also provided at Appendix A so performance can be viewed within the associated financial context.

#### Recommendation

The Cabinet Committee on Performance Improvement is asked to comment on the reported performance for quarter 2 and request further reports relating to the information provided as applicable.

## **Background and Advice**

Our new Corporate Strategy will form a framework which sets out:

- our vision, values, high level priorities and overall approach
- our evidence base
- thematic strategies, such as our financial strategy
- our risk, quality and performance framework
- service delivery plans
- annual budgets

The Strategy details the core purpose, vision, values, approach and evidence base which we will use to inform and guide what we do, playing a key role in shaping the future pattern of the Council's services.

A robust performance management framework will underpin the delivery of the Corporate Strategy. A suite of key performance indicators will be established to monitor and manage the delivery of strategic outcomes. Additionally, service plans will include service standards and planned outcomes, reported as metrics with targets.

Performance dashboards will be created to monitor Corporate Strategy Key Performance Indicators (KPIs) and service plan metrics to ensure that service plans are achieving their objectives, and the overall aims of the Corporate Strategy are being met. The plans will be subject to review periodically to ensure that they remain focussed and relevant.

The latest draft Corporate Strategy has now been presented to the Executive Scrutiny Committee on 24<sup>th</sup> November and Cabinet on 26<sup>th</sup> November 2015 and the final draft will be presented to Full Council for approval in December 2015.

For the interim period, regular corporate monitoring of performance across the authority as a whole continues, with the production of quarterly reports and analysis of corporate performance. Quarterly Quality of Service reports against the themes of Start well, Live well and Age well have been produced for quarter 2 2015/16, giving an overview of performance against agreed headings and parameters.

In addition Highlight reports has been produced for Development & Corporate services and Commissioning, Governance, Finance & Public services.

Along with monitoring and providing progress updates against budgets, projects and other future developments, each Quality of Service and Highlight report gives details of performance against Performance Indicators for that quarter.

## Performance summary

### Start Well

- The proportion of children looked after with a Personal Education Plan is approximately 80% (975/1218 CLA aged 5 to 17) with 54% (654) on LCS and 26% (321) in other formats/systems. Action is being taken to put all PEPs on LCS.
- There were 19 children looked after (of the 117) within special schools that were classed as persistent absentees during 2014/15 (10 more than the previous year). However there was a reduction in the number of CLA classed as persistent absentees in mainstream schools (-2).
- The latest published data from the Ministry of Justice suggests the proportion of Lancashire youth re-offending (40.8%) had increased and was higher than the national rate (37.9%). This keeps Lancashire in the 3rd quartile with a ranking position is of 99 out of 140 YOTs. Local 'real-time' data suggests 'reoffending' levels have remain relatively stable since August 2014, but the cohort of offenders has decreased.
- The under-18 conception rate (31.3 per 1,000) has increased to a significantly higher rate than seen nationally (23.2). The rate was slightly higher than Q2 2013 (29.9).
- Performance of Lancashire pupils at Early Year Foundation Stage (67.5% children achieved a good level of development), Key Stage 2 (81% achieving level 4 or above in reading, writing and maths) and Key Stage 4 (58.1% 5 GCSEs A\* - C including English and maths) continues to improve and performance was significantly higher than the national in all three areas.

*A report on Educational attainment with further comparative information is schedule to be presented to the next meeting of CCPI on 1 February.*

### Live Well

- An increase in the repair % of all carriageway and footway defects reported within 20 working days. Up from 97% in Q4 14/15 to 99% in Q2 15/16.
- Repairs to LCC street lighting within 5 working days are on target for Q1 15/16 (3.92 days) and Q2 (4.2 days) but they are taking longer than the 2014/15 figure (2.76 days).
- The Diversion of municipal waste away from landfill to recycling, reuse and composting (excluding rubble and hardcore) is on target. Performance has improved from a rate of 67.24% in Q4 2014/15 to 69% in Q2 2015/16.

*The next quarterly Waste Management report is scheduled to be presented to the 1 February CCPI meeting.*

- During the first six months of 2015 (January to end of June) a total of 332 people were killed and seriously injured on our roads, of which 41 were child casualties. During the same period in 2014 a total of 338 people were killed and seriously injured, of which 32 were child casualties. Detailed casualty reports are being prepared to further investigate the issues and contributory factors by age group, user group and geographically across Lancashire.

*Further information was presented to 16 October Scrutiny Committee meeting.*

- The number of NHS Health Checks completed for Q2 15/16 is greater than the same period last year. 21,018 NHS Health Checks were completed by the end of Q2 15/16, which is an increase of 3,011 health checks in comparison to this time last year. However, the % uptake in quarter 2 has dropped to 55% from 93.7% in quarter 1 (77.3% at year-end 2014/15, 65% Q2 last year).

*A NHS Health Check Performance update report was presented to CCPI on 28 July 2015.*

- Latest published data shows the number of successful completions of drug treatment for Opiate use has improved from 8.4% in 2013 to 10.7% in 2014. The county's percentage was the second highest in the North West, and greater than the regional (8.3%) and national (7.4%) percentages.
- The number of visits to Libraries is up from Q1 15/16, when there were 1,193,802 visitors compared to 1,254,376 visitors in Q2 15/16 however this is slightly down on numbers for Q2 2014/15 1,296,002.
- The number of Library E-Book loans (downloads) has gone up from being 22,287 at Q4 of 2014/15 to 27,932 in Q2 of 2015/16 (17,913 in Q2 of 2014/15).
- The number of visits to Museums is up from 70,944 visitors in Q1 15/16 to 73,165 in Q2 15/16 however this is down on the Q2 2014/15 numbers of 103,782.

### **Age Well**

- Permanent admissions of older people to residential and nursing care – performance is improving, from the year end position of 774.9 per 100,000 population with the current Q2 figures now matching the national year-end average of 668.8 per 100,000 (a decrease from approximately 1805 to 1556 permanent admissions in a year).
- Proportion of adults with learning disabilities in employment – initial results for Q2 show 2.7% compared with 3.0% at the 2014/15 year end (national average 6.0%).
- Reablement referrals – just under 60% of referrals lead to an actual service being provided and further analysis is needed to identify why the percentage is low.
- People receiving long term services – have increased by 3.7% since March reflecting increasing demand. 16,280 people are receiving long term services as at 30 Sept 2015. This is an increase of 605 people since 31 Mar 2015. Long term people increased by 4.9% (286) for adults (aged 18-64) and 3.1% (319) for older people.

*A report on Adult Assessments waiting times is schedule to be presented to the next meeting of CCPI on 1 February.*

### **Highlight Reports**

- Rosebud investment loans totalling £373,000 were completed in quarters 1 & 2 and 4 further loans to the value of £1.42m have been approved by LCDL.
- 227 businesses were assisted across the range of Boost Business Lancashire's local interventions in quarter 2, taking the cumulative figure to 1333.
- The Commercial Property Portfolio cumulative rental income at the end of quarter 2 was £1.416m, exceeding the target of £1.327m.
- All planning applications were determined in the statutory period during quarters 1 & 2.
- At the end of quarter 2, there were 99 student social work placements (adults 23; children 76), generating an income of £210,320 since April 2015.

- 209 social workers advanced under progression of employees under the Assessed and Supported Year of Employment (ASYE) scheme in quarters 1 & 2.
- Outstanding debts owed to the County Council over 6 months old totalled £16.9m. This has increased steadily over Quarter 1 and Quarter 2 (£14.4m – March 2015). A full review and evaluation is currently underway within Debt Management following the implementation of the new debt policy and a new IT system to support this.

### **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.

### **Local Government (Access to Information) Act 1985**

#### **List of Background Papers**

Paper	Date	Contact/Directorate/Tel
Report to the Cabinet Committee on Performance Improvement – 'Quarterly Corporate Performance - Quarter 4 2014/15 Report	8 June 2015	Michael Walder, Business Intelligence Team, 01772 533637
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





## Appendix A

### Financial Summary

The table below gives the County Council's financial position for 2015/16 as of the end of Quarter 2 (30 September 2015).

Ref	Service Grouping	Revised Annual Budget £m	Previous CABINET Variance - QTR 1 £m	Current CABINET Forecast - QTR 2 £m	Current Period Forecast Variance £m	Current Period Forecast Variance %
3.1	ADULTS SERVICES	292.155	19.708	311.429	19.274	7%
3.2	CHILDRENS SERVICES	103.618	4.639	108.628	5.010	5%
3.3	COMMUNITY SERVICES	168.535	0.424	167.782	-0.753	0%
3.4	PUBLIC HEALTH & WELLBEING	29.559	0.409	32.439	2.880	10%
3.5	LANCASHIRE PENSION FUND	-1.842	0.000	-1.813	0.029	2%
3.6	COMMISSIONING	37.747	1.665	38.567	0.820	2%
3.7	DEVELOPMENT AND CORPORATE SERVICES	35.339	9.491	38.811	3.472	10%
3.8	CHIEF EXECUTIVE	61.564	-3.085	50.498	-11.066	-18%
	<b>LCC (ALL) NARRATIVE TOTAL</b>	<b>726.675</b>	<b>33.251</b>	<b>746.341</b>	<b>19.666</b>	<b>3%</b>

This results in a forecast outturn of an overspend of £19.666m in 2015/16 against the budget of £726.675m which will be an in-year call on reserves. This represents an overall improvement of £13.585m from the position reported to Cabinet in August which reflected the forecast position at the end of quarter one.

The forecast includes the application of earmarked reserves of £17.495m utilised to support base budget pressures which have been built into the Medium Term Financial Strategy (MTFS) going forward from 2016/17. A further £21.706m of reserves has been highlighted throughout the report which support one-off in year project work and invest to save schemes which have a net nil effect to the overall revenue forecast and have not been included in the MTFS.



## **Cabinet Committee on Performance Improvement**

Meeting to be held on 10 December 2015

Electoral Division affected: All
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### **Customer Access Performance Report**

Contact for further information:

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[Phyl.chapman@lancashire.gov.uk](mailto:Phyl.chapman@lancashire.gov.uk)

#### **Executive Summary**

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

#### **Recommendation**

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

### **Background and Advice**

The Customer Access Service (CAS) is the first point of contact for 60% of all incoming telephony and e-mail enquiries to the County Council. CAS was established in 2005, initially delivering only 4 services. Our strategic plan has been to migrate additional services into CAS to better serve the citizens of Lancashire, whilst improving costs and efficiency. CAS has grown considerably, currently delivering twenty four County Council services and two West Lancashire Borough Council services.

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

CAS advisors process all Social Care contacts and referrals using processes and procedures agreed with Children and Adult services, checking systems and updating chronologies which enable social care professionals to focus on thresholds and decision making. Advisors are fully supported by on site qualified social care professionals to ensure safe practice and promote more integrated ways of working across adult and children's services.

CAS delivers twenty six services including; Highways, Libraries, NowCard, Registrars, Certificates, Waste, Welfare Rights. Staff are required to deliver both detailed transactional services and validated signposting to agencies across the public sector. This requires detailed training and ongoing professional development

to ensure all manner of requests, from referral and signposting, to end-to-end resolution exceed customer expectations.

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

CAS advisors are supported by a dedicated training team, who provide bespoke training packages in line with the range of services provided. CAS deliver services with a focus on understanding the customer perspective.

CAS encourage behaviours so that:

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

We measure performance so that:

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

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

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

This is structured so that staff receive:

- Classroom based training (training period varies dependent on service);
- e-Learning modular programme;
- Several weeks spent on our nursery bank for peer to peer coaching;
- Intensive monitoring and coaching by team leaders;

- Interim and probationary reviews.

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

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

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

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

The most recently integrated services within CAS are:

- Ask HR helpdesk;
- Ask Pensions helpdesk;
- Blue Badge Service.

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

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

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

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

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

## Consultations

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

## Performance Transformation and Improvement

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

**Blue Badge Service:** The Blue Badge administration team was fully integrated within CAS in June 2015. This has resulted in a dramatic increase in the use of the online service from approximately **15%** to **87%**. CAS has also jointly worked with the Library Service to promote the use of computers with free internet access for Blue Badge application across the county. Members of Library staff are able to provide assistance to customers applying for a Blue Badge who may not otherwise have access to the internet.

New technology used to administer Blue Badge applications (the Blue Badge Improvement Service (BBIS)) has resulted in the ability for applicants to attach documentation to online applications. Previously, online and telephone applicants were required to submit supporting documentation via email or post in a separate transaction. As a result, around **25%** of online applicants are now utilising the option to attach supporting documentation to their application and it is anticipated this will steadily increase.

A formalised procedure for dealing with appeals and complaints has been developed since the Blue Badge Service transferred into CAS. This means that appeals and complaints are now dealt with within specific timescales and follow a standard escalation route.

There has been a **71% reduction in official complaints** received by the Blue Badge Service in the five months since they joined CAS, June to October 2015, compared to the preceding five month period, January to May 2015.

	<b>January 2015 – May 2015</b>	<b>June 2015 – October 2015</b>
<b>No. of Complaints</b>	28	8

**Table 1: Official Complaints Received by the Blue Badge Service.**

## Automated Surveys

Our customers are offered the opportunity to complete a survey based upon their perception and opinion of the service they experienced during contact with the County Council. This provides an unbiased gauge/view of our service delivery, however, it does not cover every single caller, only those who opt to complete our automated survey. **37,000** plus surveys have been completed year to date in respect of our Contact Centre, HR & Pensions and Social Care services, and it does appear

reasonably consistent and representative. We hope to improve on our first point contact resolution through the deployment of new technology within the replacement telephony platform which is currently coming to the end of the tender process. The tables below detail how many surveys have been completed year to date along with the percentage of contacts, which were resolved at first point of contact from a customer perspective.

<b>Customer Contact Centre</b>		
	<b>Resolution of Customers specific Enquiry</b>	<b>Surveys Completed per month</b>
<b>Apr-15</b>	90.04	4279
<b>May-15</b>	91.27	2738
<b>Jun-15</b>	91.02	3303
<b>Jul-15</b>	91.66	3952
<b>Aug-15</b>	91.87	2649
<b>Sep-15</b>	91.54	2830
<b>Oct-15</b>	93.1	1874
<b>YTD</b>	<b>90.6</b>	<b>19751</b>

Table 1 - volume & % of surveys completed ytd within contact centre

<b>HR &amp; Pension service</b>		
	<b>Resolution of Customers specific Enquiry</b>	<b>Surveys Completed per month</b>
<b>Apr-15</b>	91.6	250
<b>May-15</b>	88.5	147
<b>Jun-15</b>	93.35	210
<b>Jul-15</b>	88.4	183
<b>Aug-15</b>	89.4	201
<b>Sep-15</b>	92.8	251
<b>Oct-15</b>	90.3	259
<b>YTD</b>	<b>90.6</b>	<b>1501</b>

Table 2 - volume & % of surveys completed ytd within HR & Pension services

<b>Social Care Service</b>		
	<b>Resolution of Customers specific Enquiry</b>	<b>Surveys Completed per month</b>
<b>Apr-15</b>	83.56	2151
<b>May-15</b>	84.75	2036
<b>Jun-15</b>	83.82	2957
<b>Jul-15</b>	83.8	2613
<b>Aug-15</b>	84.58	2794
<b>Sep-15</b>	82.17	2081
<b>Oct-15</b>	86	1286
<b>YTD</b>	<b>84.15</b>	<b>15918</b>

Table 3 - volume & % of surveys completed ytd within Social Care service

## **HR and Pension Service:**

Both services successfully transferred to CAS from April 2015. This has resulted in a significant improvement in call wait times which averaged **31** seconds during Quarter Two, and has further reduced to **21** seconds over the last three months. Year to date, **81%** of these calls were answered in less than 20 seconds with an average wait time of **35** seconds compared to **76.8%** answered in less than 20 seconds during 2014/2015 and an average wait time of **44** seconds.

## **Adult and Children's Social Care:**

CAS and Adult and Children's Social Care are working closely together to more effectively manage, demand and reduce the volume of non-complex work that does not require a full assessment from progressing to the Social Care Service, whilst ensuring the delivery of a safe service remains paramount. Social Care has recently been subject to evaluation by Ofsted and also by the Safeguarding Children's Board, and a further diagnostic is due of the multi-agency safeguarding hub by the Lancashire Safeguarding Children's Board. We are striving to work in a more integrated fashion across all roles and functions related to Social Care, including the 'out of hours' service provision.

## **Information and Advice Service**

Following the cessation of the Help Direct service, the Information and Advice service went live within CAS on the 1 September. CAS has retained the Help Direct contact number and is providing the same advisory role previously offered to customers contacting Help Direct. CAS have always resolved the majority of these calls at first point of contact and will continue to do so. Since the introduction of the Information and Advice Service (two months), CAS has handled **1,246** calls and is now providing advice and signposting to approximately **90%** of callers with the remaining **10%** of calls being transferred to the new Wellbeing Service.

The Wellbeing Service can be accessed by referral from a wide range of partners including CAS. The Wellbeing Service comprises 8 teams of Wellbeing Workers covering the whole of Lancashire, and the service will be locally driven responding to needs and working in partnership with key agencies such as primary care teams, statutory partners such as district councils, the VCFS, police early action teams and others.

## **Quarter Two 2015/2016 Performance**

In Quarter Two, the CAS handled **226,626** calls achieving a service level of **94.9%**.

### **Social Care**

CAS Social Care **exceeded** contractual targets during Quarter Two, with **91,956** calls answered, achieving a service level of **94.8%**. In the corresponding period last year, **75,562** calls were answered. This represents an increase of **16,394 calls (21.7%)**.



This trend can be attributed to the Go-Live of the Liquid Logic system from July 2014 which combined with some process re-engineering has resulted in improvements in calls answered and a reduction in wait times. CAS is working to reduce call wait times and despite continuing system issues within the current telephony platform, call wait times have been reduced significantly, with **74% of Social Care calls answered within twenty seconds over the last quarter.**

#### CAS Contact Centre

All Contact Centre contractual targets were exceeded during Quarter Two. **123,086** calls were answered achieving a service level of **95%**. **76% of Contact Centre calls were answered within 20 seconds.**

#### HR and Pensions

- AskHR achieved a service level of **94.75%**, with **20,488** calls answered.
- Ask Pensions answered **14,533** calls, achieving a **95.6%** service level. **Both services answered over 80% of calls within twenty seconds.**

#### Non-Telephony Contacts

- In quarter one the CAS handled **29,844** emails.

#### Customer Contact Centre

- Received and responded to **11,165** emails.

#### Social Care

- Received and responded to **18,513** emails.

#### AskHR and Pensions

- AskHR handled **11,563** emails
- AskPensions handled **8,204** emails.

#### Future Improvements

**Adult Social Care:** A team of qualified social workers has recently relocated to Lancashire House, providing greater opportunity for service and workforce development. Dedicated Social Worker and Occupational Therapist resource will develop CAS Team Leaders and advisors to become more confident in decision making and find early resolutions where appropriate.

Up to 40% of equipment referrals will be resolved by CAS advisors at the first point of contact, with the remainder sent directly for allocation, avoiding any re-screening by Social Work teams. Our target is to have all customer advisors trained by end of 2015.

CAS advisors will handle changes in packages of care including reductions, increases (within the remaining budget) and new packages of care for self funders (target end of November).

We are starting to explore plans for CAS to access Care Navigation to support early commissioning of reablement/crisis.

A template for gathering information at CAS is nearing completion, which will reduce the need for additional calls to customers to gather essential information.

### **Automated Call Distribution (ACD):**

The existing platform is nearing its end of life and will be out of support from Dec 2015. Fixes cannot be implemented as it is now approaching five years old. We are currently involved in a procurement exercise to market test alternative technology, and this is being led by BT Lancashire Services Ltd (BTLS). CAS produced a statement of requirements and is actively involved in the evaluation process to realise the following benefits:

- Higher % of calls answered.
- Reduction in call volumes and handling times.
- Higher % of customer self service.
- Reduction in wait times for callers.
- Increased customer satisfaction and experience.
- Integration of additional County Council services at greatly reduced resource costs.
- Decrease in customer/councillor complaints.
- Efficient, motivated staff working in a less pressurised environment.
- Positive impact on the reputation of the County Council

We are working closely with BTLS and have attended site visits and arranged reference site calls to obtain feedback from customers of the vendors participating in the procurement process. A recommendation based on compliancy with the Technical Statement of Requirements will be presented to Management Team during November 2015.

### **Implications:**

This item has the following implications, as indicated:

### **Risk management**

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

## **Financial**

There are no financial implications arising from this report.

## **List of Background Papers**

Paper	Date	Contact/Directorate/Tel
Nil		
Reason for inclusion in Part II, if appropriate		
N/A		



## **Cabinet Committee on Performance Improvement**

Meeting to be held on 10 December 2015

Electoral Division affected: All
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## **BT Lancashire Services Limited Service Governance and Performance**

### **Monitoring Report**

(Appendix 'A' refers)

Contact for further information:

Lisa Kitto, (01772) 534757, Director of Corporate Services

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### **Executive Summary**

This report provides an update on the Service Governance and Performance Monitoring of the County Council's strategic partnership with BT. The report covers the first two quarters of 2015/16.

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 comment on and note the contents of this report.

## **Background and Advice**

This report sets out the performance of the County Council's strategic partner, BT Lancashire Services Ltd (BTLS), against agreed performance indicators for the first two quarters of the 2015/16 financial year. In addition to this, the report sets out the wider approach adopted to ensure the ICT and payroll services support the organisation and contributes to the strategic priorities and objectives of the County Council.

The scope of the strategic partnership is 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

## **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

## **Achievement of Key Performance Measures**

The key performance indicators against which BTLS are monitored are set out at Appendix 'A'.

## **ICT Services**

All contractual performance targets were met in Quarters 1 and 2 with the exception of the Priority 2 target in Quarter 1. The target for resolving Priority 2 issues is 8 hours. This target was not achieved due to two incidents: one related to the Documentum system and another was schools related. The Documentum issue which occurred following an upgrade to the system was a complex problem to diagnose despite the deployment of considerable specialist resource but once the root cause was diagnosed a patch was applied very quickly. The knowledge gained from this incident has informed how certain items are configured within the system in future. The second issue related to internet access for two schools in rural North Lancashire. An issue with a telephony mast was identified as the cause of the outage, with an engineer dispatched to the site. The nature of the work necessary to resolve the issue required the hiring of a cherrypicker, which took a day to organise. This resulted in planned upgrade work to the network being brought forward to prevent this type of fault re-occurring in the future.

Whilst the contractual targets must be measured and monitored it is equally important that the ICT service supports the strategic direction of the County Council and works together to ensure our priorities are met. In some cases, savings targets are predicated on the need for investment in ICT or maximising the potential of the systems that we currently have. The ability of the partnership to deliver to this wider agenda should also be considered and the key activity undertaken in the current financial year is set out below:

- The Windows XP migration project concluded in May 2015, having replaced 3,297 PC's/laptops and upgraded a further 3,121 devices, packaged 914 applications and visited 263 sites. This was essential work required in order to retain our Public Service Network(PSN) accreditation as Windows XP was no longer an accepted operating system. Following this the County Council retained its PSN accreditation.

- Over 600 YOGA devices have been deployed to front line social work staff. The Yoga devices, together with the improved mobile telephony, enable social workers to work in a more efficient and flexible way. The new equipment allows social care staff to input information for assessments and reviews as the assessments are being conducted and avoid the need for manual records that are subsequently input into the system. At the same time, the information can be discussed with service users at the time of input to confirm accuracy and this in turn should reduce the number of follow up queries and complaints. Service users are also able to sign the information sharing agreement directly onto the screen rather than this having to be taken out in paper form by the member of staff or sent out and returned saving time and expense.
- The CLEO project commenced its rollout of superfast broadband connections to subscribing schools, providing a significantly faster broadband offering than their current level of provision. The current service provides 10Mb download and 10Mb upload. The upgrade to CLEO3 provides up to 80Mb download and up to 20Mb upload. Additionally the new Service replaces hardware that is old and unreliable so it will be more stable.
- There are currently 430 Lancashire Schools on the roll out schedule, but as FTTC (Fibre to the Cabinet) exchanges come available, this number is increasing. There are 90 Cumbrian schools.
- Further developments of the Lync Unified communications platform took place with over 1,700 users migrated. The Lync telephony is part of the Microsoft suite of software and is being implemented as the new corporate telephony platform replacing the ageing Ericsson PABX telephony. Lync brings additional functionality such as instant messaging, staff availability, teleconferencing and shortly video conferencing.
- The Symology Streetworks solution as part of the Asset Management Programme went live successfully in Quarter 2, with ICT Services staff providing system support in its 'Early Life Support' stage. This is the first step in building the overall solution and has enabled licence costs savings as this was previously hosted by a third party.
- The Debt Strategy project transitioned into the live environment, with BTLS completing the work to ensure the County Council's policies and processes were reflected in our systems. This was a key strand of the overall programme of work that has been completed over recent months to improve the way in which the County Council manages its debt and to improve the overall debt recovery rates. Whilst the new system has been implemented successfully, BTLS provided post go live support to resolve a number of issues that emerged. These have been fully resolved and the system is now fully operational.
- As part of the overall approach to improve and strengthen the County Council's disaster recovery arrangements, the planned move to the new disaster recovery site at Telecity was completed in late August 2015. The existing complex backup environment, across multiple sites using 4 separate vendor technologies was leading to a number of specific operational issues which meant that action needed to be taken. These included:

- Data Sampling showed a failure rate of approximately 10% across all backups. These included critical systems where the resultant data loss would be unacceptable in the event of a disaster.
- Key platforms, in particular: NAS (Network Attached Storage) File Systems (Team and P drives) and Oracle were taking in excess of 24 hours to backup and potentially even longer to restore.
- The previous 'offsite' recovery / tape solution afforded the Council no continuous practice/testing for DR (Disaster Recovery), and substantially reduced the ability for BTLS to restore services in the event of a disaster. The previous solution would have taken at least 12-24 hours to configure the core platform before any services could have actually been restored.

The new data protection and archiving solution delivered by BTLS has addressed all of the fundamental issues and risks as highlighted above. By using a consolidated 'single/reduced' vendor approach, which has reduced the overall complexity, the new solution has increased the County Council's Disaster recovery capabilities tenfold. The service is now being hosted both locally and replicated to a second site in Manchester called Telecity. This allows all County Council data to be seamlessly backed up and importantly to be restored quickly from either Preston or Manchester in the event of a disaster.

- A replacement for the unsupported Saturn Telescheduler went live in LAS in July 2015. This is now used by staff in the 17 residential care homes across Lancashire and replaces their previous software suite. This means that the service is now running on a supported platform integrated with the wider social care community.
- During Quarter Two the modern.gov applications were migrated to a new 2012R2 server as part of the Server 203 migrations and also to satisfy the requirements for Public Service Network Certification.
- Public Services network accreditation was granted for the County Council in late September. The PSN is the government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources.

## **Payroll and Recruitment Services**

All contractual and non-contractual performance targets were met within quarters one and two. The following is a summary of key activity completed during the first 2 quarters of 2015/16:

- The ISO9001 Quality Management System External Audit took place and looked at corporate 'core' procedures in addition to two new BTLS teams in the scope. The assessor recommended that BTLS retain the certification.
- The Lumesse/Oracle integration project commenced. This means that Lumesse which is the recruitment system will be able to integrate seamlessly into Oracle HR so that accepted appointments are automatically set-up in



Oracle thus streamlining the process and making efficiency savings by avoiding double entry of data.

- Lumesse interview scheduler went live.
- In terms of the County Council's Transformation Project, Statements of Particulars were issued to all staff who had been appointed to the County Council's phase 1 structure.
- Work was finalised on the implementation of changes to the Teacher's Pension scheme taking effect from 01 April 2015, affecting approximately 12,000 employees in teacher's pensions.
- Utilisation of the new print software Minkz commenced. This will enable offer and contract letters to be centrally printed and despatched within Mail and Print delivering efficiency savings.
- The recruitment team worked closely with AskHR to provide information and guidance on how to perform in-house training on Lumesse.
- In August, Payroll Services handled the highest number of starters and leavers this year at 1,112 and 930 respectively. This activity is attributable to the schools.
- The Chartered Institute of Public Finance and Accountancy (CIPFA) benchmarking exercise, showed that BTLS has comparable performance to other payroll providers.

## **1. Revised Contract Monitoring and Governance Arrangements**

The new governance arrangements in place since December 2014 continue to develop and are providing a much clearer framework within which to manage all aspects of work being commissioned from BTLS. The cluster approach that has been adopted for the core business areas is focussing attention on the key priorities for development work on core systems and reducing the number of active projects in order to direct resource to these priorities. Additionally it has enabled requests for common requirements to be channelled into a corporate solution that gives a more unified and cost effective approach. A recent example of this is the request for a 'Case Management' application from Welfare Rights, Care and Urgent Needs, AskHR/Payroll and Customer Access which had been requested separately and are now being looked at as a single requirement.

With more dedicated support there has been an opportunity to review the financial management arrangements and ensure these are as robust as possible. Affordability budgets and costs are scrutinised on a monthly basis and in addition to this there is a much greater focus on off-contract spend. This relates to additional expenditure that the County Council incurs with BTLS, i.e. mobile phones, equipment etc.

Purchase of any new PC's and laptops is no longer a BTLS catalogue item and any request for new PC's and laptops are managed through the Client Services team. This is alongside the management of the desktop refresh budget ensuring that new equipment is not bought unnecessarily, when in fact the organisation is diminishing in size and hence the opportunity to make better use of our assets is taken. This approach is already reaping benefits and the savings target of £1m in 2015/16 on the BTLS contract will be fully achieved both this year and in future years.

As part of previous financial strategies, an additional savings target of £2m on the BTLS contract has been approved. A partnership approach is being adopted to identify where these savings can be achieved. In some cases there may be some actions or decisions needed by the county council to reduce costs that are charged to the affordability budget in order for the costs to be reduced. Work on this key project is progressing to ensure that the target can be fully achieved.

## 2. Update on Core Systems

The **Asset Management Programme** continues to progress well. Blueprints have been created that set out the vision for the solution across the four service areas affected – highways, property management, capital project management and finance. These blueprints have all been well received and have all been agreed. New, optimal, business processes have been designed and agreed which will maximise the benefits resulting from the programme. A benefits review has taken place which has confirmed that the designed solution will support the delivery of all the benefits contained within the original business case. The build of the technical solution has now commenced and a transformation group has been created to manage the implementation of the change into the business.

The current systems used within the **Customer Access Service** are at the end of their life and need to be replaced as part of the planned replacement programme of core systems for the County Council. A process has been conducted to select a system that meets the County Council's business requirements and will support the Customer Access Service by harnessing technology to encourage self-service and utilise multiple access channels for customer access. This will enable the Customer Access Service to deliver financial savings in future years. The work is reaching a conclusion and it is anticipated that the work to start the implementation of the new system will start in January 2016.

With the support of BTLS, **Startwell** have completed a review of their existing systems which are coming to the end of life as they are no longer supported. The review concluded that the way forward includes upgrading to the new CACI Impulse and procuring Childview Hub and CACI's Online Admissions System. This approach will allow us to meet our statutory requirements and also rationalise our datasets. Work is underway to ensure that the very tight timescales can be met from both the service and BTLS. A separate exercise will need to be undertaken to identify the most appropriate solution for the Governors Live System.

The current **Library Management System** known as Talis Alto has not been upgraded since 2009. The version of Alto in use is out of official support from the supplier Capita, in addition the hardware that the system runs on is also coming to end of life and needs to be decommissioned by October 2016. Libraries have been unable to move from the current version of Alto as the majority of their admin/staff PCs are running Windows Vista, and the Alto client is not supported on this operating system in later releases of the software. The libraries assets are currently being upgraded to the latest version of Windows 7. It is essential that libraries move to the latest version of Alto both to bring it up to the latest supported version but importantly to be able to use the latest functionality within the software that will enable libraries to utilise the latest technologies that will enable channel change, self-service and more efficient integrated processes. The service is now in receipt of a proposal that will enable the upgrades of both hardware and software to be applied and this is currently being negotiated.

### **3. Education Update**

As reported previously a decision was made that BTLS will take on direct accountability for the Schools CLEO/ICT service and the associated income/costs, releasing the County Council from financial risk and costs related to schools leaving the service along with associated infrastructure investments. Due diligence has been undertaken and the Change Control Notice is being processed.

The new arrangements will operate as follows:

- BTLS will provide the CLEO Network services and Westfield Services direct to Schools.
- BTLS will be responsible for setting the pricing for the provision of CLEO Network Services and Westfield Services to the schools.
- BTLS will be paid all income in relation to the provisions of the CLEO Network services and Westfield Services.
- The County Council will communicate and advocate BTLS as the preferred supplier of broadband and ICT services to Lancashire and Cumbria schools for the remainder of the contract.
- The partner shall continue to provide the Schools Information Management System (SIMS) product, support and consultancy where it is required as part of the Westfield services subject to the County Council continuing to provide and deliver SIMS training to the Schools.

In terms of the development of the schools service the rollout of Superfast Broadband is progressing well with 127 schools already migrated and benefitting from the much faster and more resilient service. This is being well received by the schools. In total there are currently 430 Lancashire schools and 90 Cumbrian schools subscribing to CLEO (and on the roll out schedule) so this

represents 24% of schools already migrated. Overall there is also progress being made on the corporate network with a further 111 sites migrated too.

#### **4. 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. In previous reports to CCPI, BTLS confirmed it was undertaking periodic voluntary all staff surveys. The third of these was undertaken in July 2015.

Since the first survey in June 2014, staff response rate has increased significantly from 45% to 65% (>300 staff) of BTLS staff taking time to complete this survey. This is very encouraging and it means there is a much greater representative base of staff feedback to learn from and act upon. In addition, the overall measure of BTLS staff engagement, calculated from the responses given by staff, has continued to increase. As can be expected, the key issues raised by staff related to uncertainty on the future related to the severe budget challenges. The next survey is planned for Spring 2016.

BTLS has increased investment in training, most notably by extending its Pioneers leadership training programme for managers. Nearly 120 staff will now have the chance to participate and further iterations of the training are being evaluated such that this well received staff development can be extended to more staff within the organisation.

#### **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		

**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 2015/2016 (%)	Performance Quarter Two 2015/2016 (%)	Performance YTD 2015/2016 (%)
1	<p><b>Priority 1:</b> Severe Business Disruption: Business Unit (sub-unit):</p> <ul style="list-style-type: none"> <li>unable to operate</li> <li>Service component failed or severely impaired.</li> </ul> <p>% of Priority 1 Incidents resolved within 4 working hours.</p>	<b>99</b>	100	100	100
2	<p><b>Priority 2:</b> Major Business Disruption: Critical user or user group:</p> <ul style="list-style-type: none"> <li>unable to operate</li> <li>business unit experiencing significant reduction in service performance.</li> </ul> <p>% of Priority 2 Incidents resolved within 1 Business Day</p>	<b>98</b>	96	99	98

3	<p><b>Priority 3:</b> Minor Business Disruption: Single user or user group unable to work with no available workaround.</p> <p>% of Priority 3 Incidents resolved within 2 Business Days.</p>	97	98	98	98
4	<p><b>Priority 4:</b> Minor Disruption: Single user or user group experiencing problems but with ICT defined available workaround.</p> <p>% of Priority 4 Incidents resolved within 1 working week.</p>	98	98	99	99
5	<p><b>Priority 5:</b> Advice and Guidance (offered to users via Service Desk).</p> <p>% of Priority 5 Incidents resolved within 4 working weeks.</p>	98	99	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 2015/2016 (%)	Performance Quarter Two 2015/2016 (%)	Performance YTD 2015/2016 (%)
1	% payroll errors attributable to the Partnership.	<b>&lt;0.4</b>	0.1	0.1	0.1
2	% of changes and associated adjustments including arrears processed that were received by the published payroll deadline.	<b>99</b>	100	100	100

#### Non-Contractual Targets:

No.	Definition of SLA	Target (%)	Performance Quarter One 2015/2016 (%)	Performance Quarter Two 2015/2016 (%)	Performance YTD 2015/2016 (%)
1	% DBS checks processed within two working days of receipt of all necessary information.	75	100	100	100



## Payroll & Recruitment Services Dashboard

Activity	Target	Performance Quarter One 2015/2016	Performance Quarter Two 2015/2016	Performance YTD 2015/2016
Volume of BTLS overpayments	n/a	32	50	82
% of DBS forms returned to Recruitment Services from Liverpool DBS with errors	<b>Not greater than 3%</b>	1.5%	1.6%	1.5%
Employment offer documentation (conditional) issued within 48 hours, following receipt of the necessary approvals to recruit	<b>100%</b>	100%	100%	100%
% of DBS forms returned to Managers (Directorates) with errors/missing information within 48 hours	<b>100%</b>	100%	100%	100%
Change Letters - issued within 10 working days from system change	<b>100%</b>	99.8%	100%	100%
% of nationally and locally agreed pay awards implemented no later than the month following the month in which the award was authorised	<b>100%</b>	100%	100%	100%



## Cabinet Committee on Performance Improvement 10 December 2015

### Report of the Chief Executive

**Part I**

Electoral Division affected:  
All

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

Contact for further information:

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#### **Executive Summary**

This Corporate Human Resources (HR) 'Health Check' report provides information across the authority against key metrics regarding workforce information for the 2<sup>nd</sup> quarter in year 2015/16.

The Corporate Human Resources key metrics regularly monitor and report against workforce data including: sickness absence; the numbers of starters and leavers; reasons for leaving; redeployment activity; vacancy numbers and recruitment costs.

The data highlights that in the 2<sup>nd</sup> quarter (Q2) of 2015/16:

- The number of FTE days lost per employee due to sickness absence was 2.47.
- The number of starters decreased by 17.4% in Q2 of 2015/16 compared with Q2 of 2014/15.
- The number of leavers was up by 33% in Q2 of 2015/16 compared with Q2 of 2014/15.
- Turnover increased from 3% in Q2 of 2014/15 to 4% in Q2 of 2015/16.
- The number of recruitment adverts decreased by 23.93% in Q2 of 2015/16 compared with Q2 of 2014/15.

#### **Recommendation**

The Cabinet Committee is asked to comment on, and note, the content of the report and the detailed information at Appendix 'A'.

## **Background and Advice**

This report provides a summary of key human resource activity within the County Council for the second quarter (Q2) of 2015/16 and for the same period in 2014/15 for comparative purposes. The detailed information is shown at Appendix 'A'.

This is the first time that the HR 'Health Check' data has been presented following implementation of Phase 1 of the County Council's Transformation. The data has been aligned, wherever possible, to the County Council's new structure, i.e., to the new Service Block structure rather than Directorates. Unfortunately, we are unable to present accurate information against all service blocks for quarter 2, however we should be able to do so from quarter 3 (January 2016) onwards. In addition it is not possible to compare Service Block performance to Directorate performance in the previous year, although it is still possible to compare overall County Council performance and this is reflected in the detail below.

## **Sickness Absence**

The overall sickness absence out turn figure for Q2 2015/16 was 2.47 days lost per employee (excluding schools). The figure for Q2 2014/15 was 2.44.

The top reason for absence due to sickness was Mental Health which accounted for 29% of all absence. The top reason for absence in the same period 2014/15 was also Mental Health (27%).

## **Starters/Leavers**

The data shows that the number of new starters in Q2 in 2015/16 has decreased by 17.4% to 237 compared with 287 in Q2 of 2014/15. The number of leavers in Q2 in 2015/16 has increased by 33% to 536 compared with 402 in Q2 of 2014/15. This is to be expected due to the ongoing Council Transformation. Voluntary resignation accounted for more than 47% of the total leavers in Q2. Voluntary redundancies accounted for just less than 20%.

Q2 turnover was 4%.

## **Recruitment Activity**

The data provides combined detail on both the number of recruitment adverts placed both internally and externally, and the number of positions advertised, as some adverts include multiple positions. The number of adverts has decreased in Q2 of 2015/16 to 410 compared with 539 in Q2 of 2014/15, the number of positions advertised has decreased by 24%.

Requests for external recruitment advertising are still being closely scrutinised.

## **Employment Programmes**

The Employment and Support Team have delivered 252 new starts onto employment programmes in Q2 of 2015/16 compared to 261 in Q2 of 2014/15.

## **Consultations**

N/A

## **Implications:**

This item has the following implications, as indicated:

## **Risk management**

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

## **Local Government (Access to Information) Act 1985**

### **List of Background Papers**

N/A

Reason for inclusion in Part II, if appropriate

N/A



## Appendix 'A'

### Cabinet Committee for Performance Improvement 10 December 2015 Human Resource Health Check Report

#### 1. Sickness Absence

**Note:** HR Oracle is undertaking a data cleansing exercise and until its completion only an overview of County Council sickness absences can be produced. Quarter 1 and Quarter 2 showed that the data did not reflect on the actual staff in each service and had an impact on the quarterly reporting of individual and groups of services.

<b>Quarter 2 - LCC Absence rate per FTE 2015/16 (excluding schools)</b>	
Total number of days lost	2.47
Number of days lost per FTE- Short term	0.75
Number of days lost per FTE- Long term	1.72
Number of employees absent 6 –12 months	83
Number of employees absent over 12 months	21

<b>Quarter 2 – Service Area Absence rate per FTE 2015/16</b>		
<b>Service Block</b>	<b>Days per FTE 2015/16</b>	<b>Target</b>
Adult Services	N/A	
Children's Services	N/A	
Communications	N/A	
Community Services	N/A	
Corporate Commissioning	N/A	
Customer Access	N/A	
Development and Corporate Services	N/A	
Governance, Finance and Public Services	N/A	
Lancashire Pension Fund	N/A	
Public Health and Wellbeing	N/A	
BTLS	N/A	
<b>LCC Overall</b>	<b>2.47</b>	

In **Quarter 2** in 2015/16 the top 3 reasons for absence were:

- Mental Health – 29%
- Musculoskeletal – 14%
- Medical/Dental/Hospital – 12%

#### 2. Starters/Leavers

**Note:** The information relating to starters and leavers should be viewed in the context of the recent Budget Proposals presented to Cabinet on 26 November 2015. The Employee cost saving contribution to the total identified reductions are 18.5% equating to 1,260 FTE (at average employee cost) with already realised Voluntary Redundancies (VRs) being 618, current 2015/16 anticipated VRs 289 and 368 employee savings detailed within the Budget Proposals. Employee turnover and vacancy management reductions are also being factored in to estimates of overall staff reductions.

## Starters

2015/16					
Service Block	Q1	Q2	Q3	Q4	Total
Adult Services	35	39			74
Children's Services	80	97			177
Communications	0	0			0
Community Services	47	35			82
Corporate Commissioning	0	0			0
Customer Access	9	1			10
Development and Corporate Services	19	46			65
Governance, Finance and Public Services	3	2			5
Lancashire Pension Fund	0	0			0
Public Health and Wellbeing	6	11			17
BTLS	6	6			12
<b>TOTAL</b>	<b>205</b>	<b>237</b>			<b>442</b>

Total	Total	Total	
2012/13	2013/14	2014/15	Old Directorate
208	283	127	ASHW
12	20	28	County Treasurer
282	302	213	CYP
116	38	82	Environment
444	309	377	LCCG
34	80	122	OCE
283	148	26	BTLS
<b>1379</b>	<b>1180</b>	<b>975</b>	

## Leavers

2015/16					
Service Block	Q1	Q2	Q3	Q4	Total
Adult Services	79	66			145
Children's Services	112	172			284
Communications	1	1			2
Community Services	46	82			128
Corporate Commissioning	3	11			14
Customer Access	4	8			12
Development and Corporate Services	53	113			166
Governance, Finance and Public Services	13	22			35
Lancashire Pension Fund	0	1			1
Public Health and Wellbeing	19	50			69
BTLS	11	10			21
<b>TOTAL</b>	<b>341</b>	<b>536</b>			<b>877</b>



<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Old Directorate</b>
<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	
296	430	311	ASHW
15	29	25	County Treasurer
271	464	317	CYP
125	185	119	Environment
536	598	468	LCCG
24	104	141	OCE
141	120	31	BTLS
<b>1408</b>	<b>1930</b>	<b>1412</b>	<b>Total</b>

### 3. Reasons for Leaving

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

<b>Q1</b>	<b>Deceased</b>	<b>Dismissal</b>	<b>End of FTC</b>	<b>Redundancy - Compulsory</b>	<b>Redundancy - Voluntary</b>	<b>Ill Health Retirement</b>	<b>Retirement - other</b>	<b>Resignation- Voluntary</b>	<b>Other</b>	<b>TOTAL</b>
<b>Service Block</b>	<b>Reasons for Leaving - 2015/16 - Q1</b>									
Adult Services	2	4	4	0	4	3	12	40	10	<b>79</b>
Children's Services	1	4	5	0	4	1	5	75	17	<b>112</b>
Communications	0	0	0	0	0	0	0	1	0	<b>1</b>
Community Services	1	2	0	0	1	2	11	28	1	<b>46</b>
Corporate Commissioning	0	0	0	0	1	1	0	1	0	<b>3</b>
Customer Access	0	0	0	0	0	0	0	0	4	<b>4</b>
Development and Corporate Services	0	1	3	0	9	0	2	27	11	<b>53</b>
Governance, Finance and Public Services	0	0	2	0	5	0	0	5	1	<b>13</b>
Lancashire Pension Fund	0	0	0	0	0	0	0	0	0	<b>0</b>
Public Health and Wellbeing	0	1	0	0	7	0	1	10	0	<b>19</b>
BTLS	0	0	1	0	0	0	0	10	0	<b>11</b>
<b>TOTAL</b>	<b>4</b>	<b>12</b>	<b>15</b>	<b>0</b>	<b>31</b>	<b>7</b>	<b>31</b>	<b>197</b>	<b>44</b>	<b>341</b>

Q2	Deceased	Dismissal	End of FTC	Redundancy - Compulsory	Redundancy - Voluntary	Ill Health Retirement	Retirement - other	Resignation - Voluntary	Other	TOTAL
<b>Service Block</b>	<b>Reasons for Leaving - 2015/16 – Q2</b>									
Adult Services	2	3	4	0	3	2	5	39	8	<b>66</b>
Children's Services	1	4	1	0	15	4	21	103	23	<b>172</b>
Communications	0	0	0	0	0	0	0	1	0	<b>1</b>
Community Services	1	1	16	0	18	1	20	20	5	<b>82</b>
Corporate Commissioning	0	0	3	0	2	1	0	5	0	<b>11</b>
Customer Access	0	0	2	0	0	0	0	6	0	<b>8</b>
Development and Corporate Services	0	1	16	0	52	0	1	37	6	<b>113</b>
Governance, Finance and Public Services	0	0	3	0	6	0	0	12	1	<b>22</b>
Lancashire Pension Fund	0	0	0	0	0	0	0	1	0	<b>1</b>
Public Health and Wellbeing	0	1	1	0	10	1	7	26	4	<b>50</b>
BTLS	0	1	1	0	1	0	0	3	4	<b>10</b>
<b>TOTAL</b>	<b>4</b>	<b>11</b>	<b>47</b>	<b>0</b>	<b>107</b>	<b>9</b>	<b>54</b>	<b>253</b>	<b>51</b>	<b>536</b>

2014/15	Deceased	Dismissal	End of FTC	Redundancy -	Redundancy - Voluntary	Ill Health Retirement	Retirement - other	Resignation - Voluntary	Other	TOTAL
	<b>Reasons for Leaving - 2014/15 Full Year</b>									
ASHW	6	5	11	0	109	7	37	116	20	<b>311</b>
County Treasurer	0	2	0	0	12	0	1	8	2	<b>25</b>
CYP	2	7	19	0	84	2	29	145	29	<b>317</b>
Environment	2	3	7	0	30	0	17	54	6	<b>119</b>
LCCG	8	9	1	0	71	5	49	271	54	<b>468</b>
OCE	0	1	22	0	37	1	1	63	16	<b>141</b>
BTLS	1	1	3	0	6	0	3	14	3	<b>31</b>
<b>TOTAL</b>	<b>19</b>	<b>28</b>	<b>63</b>	<b>0</b>	<b>349</b>	<b>15</b>	<b>137</b>	<b>671</b>	<b>130</b>	<b>1412</b>

#### 4. Number of employees on the Redeployment List

Service Block	2015/16				
	Q1	Q2	Q3	Q4	Total
Adult Services	7	3			10
Children's Services	0	2			2
Communications	0	0			0
Community Services	13	2			15
Corporate Commissioning	0	1			1
Customer Access	0	0			0
Development and Corporate Services	1	17			18
Governance, Finance and Public Services	4	4			8
Lancashire Pension Fund	0	0			0
Public Health and Wellbeing	0	0			0
BTLS	2	3			5
<b>TOTAL</b>	<b>27</b>	<b>32</b>			<b>59</b>

	2013/14	2014/15
<b>Old Directorate</b>	<b>Total</b>	<b>Total</b>
ASHW	27	31
County Treasurer	4	5
CYP	52	38
Environment	32	29
LCCG	21	37
OCE	10	14
BTLS	26	5
<b>TOTAL</b>	<b>172</b>	<b>159</b>

#### 5. Average time on Redeployment List (in weeks)

2013/14	2014/15	2015/16				
Total	Total	Q1	Q2	Q3	Q4	Total
9.6	6.83	16.39	11.92			

#### 6. Number of assignments from Redeployment List

2013/14	2014/15	2015/16				
Total	Total	Q1	Q2	Q3	Q4	Total
67	90	10	4			14

## 6a. Reasons for removal from Redeployment List

2015/16	Q1	Q2	Q3	Q4	Total
Alternative assignment found - LCC	6	4			10
Dismissal	1	1			2
End of Fixed term contract - left LCC	4	7			11
Extended in post	4	0			4
Mutually agreed termination	1	0			1
Resigned	2	1			3
VR	0	2			2
<b>Total</b>	<b>18</b>	<b>15</b>			<b>33</b>

## 7. Vacancies (number of advertisements)

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

Service Block	2015/16				
	Q1	Q2	Q3	Q4	Total
Adult Services	90	69			159
Children's Services	173	165			338
Communications	8	8			16
Community Services	38	28			66
Corporate Commissioning	5	6			11
Customer Access	8	2			10
Development and Corporate Services	73	81			154
Governance, Finance and Public Services	3	1			4
Lancashire Pension Fund	2	3			5
Public Health and Wellbeing	27	41			68
BTLS	13	6			19
<b>TOTAL</b>	<b>440</b>	<b>410</b>			<b>850</b>

	2013/14	2014/15
Old Directorate	Total	Total
ASHW	333	410
County Treasurer	4	14
CYP	281	235
Environment	61	106
LCCG	901	1338
OCE	20	101
BTLS	187	72
<b>TOTAL</b>	<b>1787</b>	<b>2276</b>

## 8. Vacancies (number of positions advertised)

**Note:** This table shows the number of posts advertised within the adverts detailed in table 7. E.g. one job advert may advertise multiple posts.

Service Block	2015/16				Total
	Q1	Q2	Q3	Q4	
Adult Services	144	160			304
Children's Services	254	255			509
Communications	14	13			27
Community Services	50	82			132
Corporate Commissioning	7	7			14
Customer Access	17	6			23
Development and Corporate Services	86	165			251
Governance, Finance and Public Services	5	1			6
Lancashire Pension Fund	6	6			12
Public Health and Wellbeing	27	53			80
BTLS	18	8			26
<b>TOTAL</b>	<b>628</b>	<b>756</b>			<b>1384</b>

	2013/14	2014/15
Old Directorate	Total	Total
ASHW	1226	1385
County Treasurer	8	22
CYP	546	421
Environment	98	214
LCCG	1579	2418
OCE	67	288
BTLS	322	84
Other	2	0
<b>TOTAL</b>	<b>3848</b>	<b>4832</b>

## 9. Recruitment Advertising Costs

The procurement system wasn't set up to report on the new service areas for Q1 and Q2 therefore the figures provided still reflect the old directorates.

Directorate	Q1	Q2
ACS	£10,036.54	£3,372.97
County Treasurer	£900.00	£3,705.00
CYP	£20,481.83	£1,683.16
Environment	£52,190.96	£305.20
LCCG	£11,728.75	£12,390.93
OCE	£20,613.18	£1,874.01
Schools	£55,529.07	£22,473.18
BTLS	£0.00	£0.00
<b>Total</b>	<b>£171,480.33</b>	<b>£45,804.45</b>

Service Block	Costs (£) 2015/16				
	Q1	Q2	Q3	Q4	Total
Adult Services	N/A	N/A			
Children's Services	N/A	N/A			
Communications	N/A	N/A			
Community Services	N/A	N/A			
Corporate Commissioning	N/A	N/A			
Customer Access	N/A	N/A			
Development and Corporate Services	N/A	N/A			
Governance, Finance and Public Services	N/A	N/A			
Lancashire Pension Fund	N/A	N/A			
Public Health and Wellbeing	N/A	N/A			
BTLS	N/A	N/A			
Schools	N/A	N/A			
<b>TOTAL</b>	<b>N/A</b>	<b>N/A</b>			
<b>Total for 2014/2015</b>	<b>£316,019</b>				
<b>Total for 2013/2014</b>	<b>£333,491</b>				
<b>Total for 2012/2013</b>	<b>£261,950</b>				
<b>Total for 2011/2012</b>	<b>£271,516</b>				
<b>Total for 2010/2011</b>	<b>£730,415</b>				

## 10. New Starts onto all Employment Programmes

Employment Programmes	2012/13	2013/14	2014/15	2015/16
Apprenticeship Suite	87	396	110	51
Future Horizons Suite	140	177	220	112
WorkStart Suite	307	410	555	251
Graduates**	12	0	0	N/A
Work Experience	96	113	134	82
Duke of Edinburgh***	0	53	0	N/A
Princes Trust	N/A	N/A	N/A	46
<b>Total</b>	<b>642</b>	<b>1149</b>	<b>1019</b>	<b>542</b>

- \*\*The Graduate intake is now embedded into the Professional Apprentices and Trainee Suite and therefore with effect from 2015/2016 a separate heading of Professional Apprentices and Trainees will be included in these reporting statistics
- \*\*\*The provision of access for LCC employees to the Duke of Edinburgh Award Programme has now been withdrawn by the County Council and therefore no more new starts will be reported
- Programme delivery is on track to achieve 2015/16 targets

**11. Workforce Planning New Placement Starts Per Quarter 2015/16**

<b>Scheme</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
<b>Apprenticeship Suite</b>	12	39		
<b>Future Horizons Suite</b>	56	56		
<b>WorkStart Suite</b>	148	103		
<b>Work Experience</b>	35	47		
<b>Princes Trust</b>	39	7		
<b>Total</b>	<b>290</b>	<b>252</b>		
<b>Grand Total</b>	<b>542</b>			

**12. Ex Service Personnel Mentoring in Schools – 2015/16**

<b>Client Group</b>	<b>New Starts</b>	<b>Year to Date</b>	<b>Current Caseload</b>	<b>Mentoring Sessions delivered</b>	<b>Mentoring Sessions delivered to Date</b>	<b>Other Interventions delivered</b>	<b>Other Interventions delivered to Date</b>
<b>Quarter 1</b>							
Mentors	11	37	21	980	4735	251	932
<b>Quarter 2</b>							
Mentors	0	37	15	199	4934	63	995

