Lancashire County Council

Cabinet Committee on Performance Improvement

Tuesday, 12th April, 2016 at 9.00 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 7 March 2016**   (Pages 1 - 6)

4.   **BT Lancashire Services Limited Service Governance and Performance Monitoring Report**   (Pages 7 - 26)

5.   **The Procurement Service Update Report**   (Pages 27 - 42)

6.   **Lancashire Adult Learning**   (Pages 43 - 54)

7.   **Urgent Business**

An item of Urgent Business may only be considered under this heading where, by reason of special circumstances to be recorded in the minutes, the Chairman of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Members' intention to raise a matter under this heading.

8.   **Date of Next Meeting**

The next meeting of the Cabinet Committee on Performance Improvement will be held on Monday 6th June 2016 at 2pm in Cabinet Room 'B', the Diamond Jubilee Room, County Hall, Preston.

I Young

Lancashire
County
Council

Director of Governance,
Finance and Public Services

County Hall
Preston

Lancashire County Council

Cabinet Committee on Performance Improvement

Minutes of the Meeting held on Monday, 7th March, 2016 at 2.00 pm in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Present:

County Councillor Jennifer Mein (Chair)

County Councillors

B Winlow   M Barron
M Tomlinson

1.   Apologies for Absence

Apologies for absence were received from County Councillor Borrow, County Councillor Driver and County Councillor Martin.

2.   Disclosure of Pecuniary and Non-Pecuniary Interests

None

3.   Minutes of the Meeting held on 10 December 2015

Resolved: - That the minutes of the meeting held on 10th December 2015 be agreed as a true and accurate record and be signed by the Chair.

4.   Quarterly Corporate Performance Monitoring Report - Quarter 3 2015/16

Michael Walder, Senior Policy and Performance Officer, attended and presented a report setting out details of corporate performance monitoring for the 3rd quarter of 2015/16 (October – December).

It was reported that a robust performance management framework would underpin the delivery of the new Corporate Strategy from 2016/17. A suite of key performance indicators would be established to monitor and manage the delivery of strategic outcomes, reported as metrics with targets.

For the interim period, regular corporate monitoring of performance across the authority as a whole continued, 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 were being produced, giving an

overview of performance, along with Highlight reports for other areas of the organisation.

It was reported that each Quality of Service and Highlight report gave details of performance against Performance Indicators for that quarter. A performance summary was set out in the report.

An overview of the Quarter 3 budget position was provided at Appendix 'A' so performance could be viewed within the associated financial context.

It was noted that the latest Ofsted Post Inspection update was provided at Appendix 'B' and updates would continue to feature in the quarterly Corporate Performance Monitoring report going forward.

Reference was made to the suite of indicators for Start Well, Live Well and Age Well. The main points to note were:
- By 10th March all children looked after would have a Personal Education Plan.
- The targets for carriageway and footway defects, street lighting fault repair times and the recycling rates have been met.
- The performance regarding personal Budgets and Direct Payments is improving but will improve still further with the recalibration of the 'Resource Allocation Scoring' project in spring 2016.

Richard Cooke, Health Equity, Welfare and Partnerships Manager, attended and presented the Ofsted Post Inspection update.

A number of actions have been put in place since the last report to CCPI on 10 December 2015, these included:
- All Children in Need (CiN) cases have now been audited and appropriate levels of intervention (ongoing, escalated or closure) had been put in place to ensure children are safe.
- A key message from Ofsted regarding Children's Services in Lancashire was that "it is not all broken" and there was a need to maintain focus on the good areas.
- An Improvement Board had been established, accountable to the Department for Education (DfE) which would meet on a monthly basis and be responsible for closely monitoring the development and delivery of an agreed improvement plan. The Improvement Plan would be submitted to the DfE on 4th March 2016.
- Tony Crane, the Independent Chair of the Improvement Board and specialist children's services improvement advisor for the DfE, would be submitting a diagnostic to the DfE, which would establish a detailed understanding of the capacity and capability of Lancashire's ability to improve children's services.
- The outcome may be received in 3 or 4 weeks and could be either in the form of an improvement notice to the County Council which would specify areas of concern, level of improvement required and how progress would be assessed and reported, or it could be in the form of more direct

intervention, which may mean parts of children's services being run by an external organisation or Trust.

- Ofsted have agreed to spend 2 days a month in Lancashire to undertake further scrutiny and analysis of areas identified within the Improvement Plan.
- The children's services pathway review initial findings from the team from Newton, indicate that there are opportunities to improve the effectiveness of social care practice and increase the amount of time social workers spend in direct contact with families. Their findings and recommendations have now been reported to Management Team and will be presented to Cabinet soon.
- A Children's Services Scrutiny committee has been established and from March would meet every six weeks.
- There has been a focus on recruitment in children's social care and in most areas all vacancies have been filled. Management team have agreed to further social care capacity that was currently being recruited to.
- A full review of all pathway plans had commenced to ensure all Care Leavers were receiving appropriate and effective support.
- A concern raised by Ofsted was the ability to access timely and accurate data from LiquidLogic Children's System (LCS). A health check was undertaken by colleagues from LiquidLogic and practitioners and a report has been produced that outlines amendments to the system that will streamline the process. Support is also being provided by Blackburn with Darwen and Bolton.

Resolved: - That the report now presented be noted.

5. Risk and Opportunity Register

Ian Young, Director of Governance, Finance and Public Services, attended and presented the draft Risk and Opportunity register and the proposed approach to reporting on risk and opportunities.

It was reported that at its meeting on 25th January 2016, the Audit and Governance Committee endorsed the draft register and the proposed approach.

The draft Risk and Opportunity Register, included at Appendix 'A', had been developed by Management Team and relevant director/heads of service, and provided a brief, high level description of risks and opportunities along with current controls and further proposed mitigating actions.

The Register also included "risk scores" for both before and after the application of mitigating actions based on a scoring matrix contained in Appendix 'B'.

It was noted that the corporate approach to reporting on risk and opportunity would be provided to Management Team on a quarterly basis, following which reports would then go to the CCPI and then to Audit and Governance Committee. An indicative timetable for the proposed reporting framework during 2016/17 was contained in Appendix 'B'.

Resolved: - That the report now presented be noted.

6.   A Summary of the Provisional Results at the end of Key Stage 2 and Key Stage 4 at Lancashire and District Level

Bob Stott, Director of Children's Services and Jonathan Hewitt, Head of Service, School Improvement, attended and presented a report setting out the overall attainment in Lancashire schools at the end of Key Stages 2 and 4 in 2015. The results attached at Appendix 'A' had been analysed at District level and showed progress over the past three years.

The report highlighted the key features of the 2015 Key Stage 2 results, including:
- The overall attainment of pupils in Lancashire had risen when compared with 2014 and, at 82%, was 2% above the national average.
- Attainment in Lancashire was equal first out of eleven statistical neighbours and was 1% above the North West average.
- The proportion of schools where there was low attainment fell when compared with 2014 and was better than the national average. Schools where there were low levels of performance have established action plans to raise attainment.

It was explained that there had been a number of changes to the reporting arrangements for 16 year olds leaving secondary school at the end of Key Stage 4 over the past two years, which had adversely affected some schools.

It was highlighted that the key features of the provisional Key Stage 4 results in Lancashire included:
- The overall attainment in Lancashire had risen compared with 2014 and was around 2% above the national average.
- Attainment in Lancashire was third out of eleven statistical neighbours and was 3% above the North West average.
- The number of low attaining schools increased slightly in 2015 compared with the previous year, from 10 to 11 schools. Schools where there were low levels of performance had established action plans to raise attainment.

It was reported that there was a strong correlation between attainment and disadvantage, as there is nationally, and this was broadly reflected in the performance across Lancashire.

It was noted that a number of initiatives had been implemented to raise attainment in the more disadvantaged areas and these included:
- Sharing good practice between schools so that good schools which were successful against the odds can support those where attainment is low.
- Bringing together schools on a locality basis to tackle shared problems through establishing Trusts or other partnerships.

The Committee expressed its thanks to Jonathan Hewitt for his work with Schools.

Resolved: - That the report now presented be noted.

7.   Urgent Business

There was no urgent business to be considered.

8.   Date of Next Meeting

The Cabinet Committee noted that the next meeting would be held on Tuesday 12 April 2016 at 9.30am, in Cabinet Room 'B', the Diamond Jubilee Room, County Hall.

I Young
Director of Governance, Finance
and Public Services

County Hall
Preston

Cabinet Committee on Performance Improvement
Meeting to be held on 12th April 2016

Electoral Division affected:
All

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

Contact for further information:
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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 October to February 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 October to February 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 contribute to the strategic priorities and objectives of the County Council.

The scope of the strategic partnership is as follows:

ICT Service

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 is monitored are set out at Appendix 'A'.

ICT Services

All contractual performance indicators have been met through the period Oct 2015 until February 2016 and performance against the contractual targets remains strong. Although performance appears strong there have been some problems, most specifically recent issues with the corporate telephony platforms (Cisco and Skype for Business) affecting various elements of functionality. The disruption was mitigated by migrating Cisco users to Skype. The issues impacting on Skype were particular functionality including transferring external calls and use of keypad when presented with an IVR menu on out-going calls. Whilst the Service Level Agreement (SLA) target for this specific issue breached due to the time taken for resolution, the overall SLA target for Priority Two Incidents was achieved for February 2016.

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 with the County Council to ensure 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 reporting period is set out below;

- The Digital Inclusion agenda is a priority for the County Council and a pilot scheme in some council buildings has commenced which will enable citizens to access high speed wi-fi from local libraries. Burnley Library, Longridge Library, Duke Street Children's Centre in Chorley and Poulton Children's Centre in Morecambe have all been enabled with high speed broadband and public wi-fi that is accessible to members of the public. At the same time the devices

available at these sites have been reviewed and replaced with more flexible devices such as Google Chrome Books, low cost desktop devices and laptops that are equipped with lower cost software licences. In addition to this a 'bring your own device' option is encouraged, in particular for those who are taking up training opportunities that are available. Early feedback is favourable and will be formally assessed at the end of March. The feedback from the pilots will be used to shape and influence the County Council's public offering in public centres in the future.

- Phase One of the project to implement the Tribal EBS system (which provides details of courses for customers) for Lancashire Adult Learning (LAL) went live at the beginning of October 2015. This work has been a key part of responding to the LAL inspection. In order to implement the new system successfully it has been necessary to resolve database security issues with the supplier and the sign off of both User Acceptance Testing from the County Council's Information Governance team.

- Integration with other public service, in particular health, is a key component for partnership working. A range of initiatives are currently underway to support this agenda. During the reporting period a direct connection to the N3 network (a secure network which interlinks all NHS sites and associated suppliers, allowing National Services to be delivered to the County Council) has been installed successfully. This provides a platform for sharing data and Public Health Data services and Child Protection Information Sharing (CP-IS) were amongst the first services that have transferred to the network. The transition was completed without any disruption to services involved. Other services will transition as part of a roll out scheme;

- The Capscan replacement project went live on 6 October 2015 and enables all addresses/postcodes to be checked and verified before letters are sent out. This will reduce the cost of failure as only letters with valid addresses/postcodes will be sent out and those that are incorrect will be addressed and rectified. The new system developed by BTLS uses imported Ordnance Survey data direct and has been installed on 10 systems within the County Council. A key benefit of the system is that it will also check new addresses/amendments at the point of input. In the longer term this will help with the roll out of automated print and mail services and could also lead to reduced postage costs in the future.

- By the end of January 2016, the CLEO 3 project saw the successful migration of 262 schools and 196 corporate sites, with a further 37 circuits ordered for the next round of core migrations. This provides schools with faster and more reliable superfast broadband.

Payroll and Recruitment Services

All contractual and non-contractual performance targets were met between October 2015 and January 2016. The following is a summary of key activity completed during this period:

- User Acceptance Testing was carried out on an amended ICT solution for the Local Government Pension Scheme Assumed Pensionable Pay calculations for members who have reduced pay due to sickness or maternity. The solution was signed off and scheduled to go into the Oracle production environment in January 2016.

- As part of the process for strengthening internal governance with the County Council, a project has been established to cleanse staffing hierarchies and to ensure that all staff are set up correctly within the new organisational structure. In excess of 1,300 changes have been made to the hierarchies. New end to end processes have been designed and agreed to support the new arrangements in the future and to ensure that hierarchies remain up to date and are linked to the staffing budgets.

- Work on the Lumesse/Oracle integration project has continued in particular the development of a 'Sandbox' environment. This provides an isolated, secure application, mirroring the live production environment, to allow for third party developments and in-house testing by both Recruitment Services and HR, prior to migrating it back to production.

- Pension re-enrolment of County Council employees from 1st January 2016 was completed successfully. All employees affected were re-enrolled in Oracle and letters were dispatched.

- Also in relation to auto-enrolment, letters were sent out to those pension members who opted to take advantage of the 50/50 facility, reducing their main scheme contributions to pay half the contribution that they would in the main scheme. As these members will be opted back into the main scheme from 1st February 2016, the letters provided details of how they can opt back out should they so wish.

Other Developments

Revised Contract Monitoring and Governance Arrangements

The new governance arrangements in place since December 2014 continue to be reviewed and developed. The new Cluster/Portfolio groups and how they have been operating have been reviewed both in terms of membership of the groups and frequency of meetings. Membership of the groups in particular needs revisiting in some key areas to ensure that both the right mix of work is being commissioned and that progress is monitored correctly.

As reported previously there has been an opportunity to review the financial management arrangements and particularly the non-affordability spend with BTLS. In particular this has focussed on spend on PC's and laptops outside of the desktop refresh budget. Better scrutiny of requests for new equipment coupled with better management of the desktop refresh has resulted in a much lower spend on PC's and laptops in 2015/16 compared with 2014/15. The non-affordability spend in 2015/16 has reduced by more than £500,000 as at the end of January 2016 compared with the total spend in 2014/15. In addition a saving of £1 million has been delivered on the

affordability budget in 2015/16 through the Schedule 11 budget which covers both ICT infrastructure and desktop refresh. This is an on-going saving. The existing mobile phone contract is also being renegotiated and a new contract expected to be signed shortly, this again will allow better management of the mobile phone estate as the organisation downsizes but also better tariffs which will reduce the mobile phone charges.

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.

Data Centre

The data centre, located in the County Hall complex is ageing and is a key risk to the County Council. Failure of the data centre would be damaging to the organisation and whilst improved disaster recovery arrangements have been put in place over the last year, there is still more to be done. Identifying a future solution for the data centre is a key priority and options will be presented to Management Team in April. Options are likely to include replacing the data centre at County Hall or looking at other operational models, including moving to a cloud storage strategy for some aspects of the business and using external data centres for others. This needs careful consideration, review and challenge but is of critical importance. There are also likely to be cost and funding implications of any changes in particular as many suppliers now are moving away from capital purchase to ongoing revenue funding for licences and software. The impact of the County Council's Medium Term Financial Strategy (MTFS) will clearly need to be factored in.

Core Systems

The County Council has made significant investment in a number of core systems over recent years. Some of these have been implemented and others are still in implementation phase. This section sets out key issues and deliverables in relation to the core systems;

Asset Management Programme

This has moved into its Implementation stage, across all three of its constituent projects – Highways, Property Management and Capital Programme Management. The three ICT systems have been configured by the suppliers and testing of these systems has commenced. Training plans have been developed for the systems and the training courses are currently being scheduled. Local work instructions are being written to ensure that everyone involved will understand the new processes and how to use the new systems. Change Champions, Super Users and Process Owners have been identified within the service areas impacted by the programme. During the next stage of the programme, the emphasis will shift so that the Change Champions and Process Owners take over ownership of the business change and of ensuring readiness for go live within the service areas   The Property Asset Management

System and the Capital Programme Management systems are scheduled for 'go live'; in May. This will bring significant benefits to the County Council, particularly in relation to monitoring and delivery of the capital programme. This system is already operating as a programme management tool for the County Council's savings programme.

Customer Access Service

The replacement of the customer access system was agreed in December and the contract awarded to an industry leading system called Genesys and a company called Anana who work with Genesys to implement the system. Work has now commenced on planning the implementation with an expectation of a go-live during the summer. This is a like for like replacement on go live but the new system will have many of the building blocks needed to assist services in the digital by default agenda and the exploitation of the systems new features will quickly follow, as Customer Access look to meet their own savings targets by exploiting the technology and encouraging channel shift.

Library Management System

Talis Alto has not been upgraded since 2009 and is now seven versions behind. 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. Work has commenced on the upgrading of Alto but this has to be done incrementally with a completion date of September 2016 for the full hardware and software upgrade. In addition the upgrade of all the PCs in libraries to Windows 7 is now completed. This will ensure that the new system can be operated from all libraries and that the efficiency savings can be achieved across the board.

Education Management System

The Startwell Service provides a broad range of business services to the children, young people and families of Lancashire. These businesses are supported by many ICT solutions, the primary two being Liquid Logic and Impulse. A review by BTLS has identified that many Startwell Services are poorly supported by the existing Impulse system. The main reasons for this outcome were:

- Significant functional gaps and poor suitability for current processes and operations
- Poor reporting capabilities which are partly satisfied by the ad hoc use of Microsoft Access and Excel
- Poor or no integration with other systems e.g. Capita SIMS and Liquid logic
- Some instances of lack of statutory compliance
- No support for Electronic Document Records Management (ERDM)
- Inadequate levels of security in both access to information and audit
- The product has not been upgraded for a number of years meaning it is no longer supported

In addition to the above it should be noted that the Online Admissions system which is a statutory function supporting parents and carers with identifying school places is

also end of life. This needs to be replaced to mitigate the risk of the County Council being unable to allocate school places effectively. As such the requirement for a new system has been agreed. BTLS has identified through extensive review with the services that the new version of CACI's Impulse will meet the large proportion of customer requirements. Taking this approach of upgrading with the same company allows the County Council to re-use existing licenses which helps with managing costs of overall ownership. An approach as to how to proceed with this project taking valuable lessons learnt from the Children's version of Liquid Logic (LCS) implementation needs agreeing and work commencing to ensure a successful implementation by August 2017 to meet the statutory deadlines of schools admissions.

Separately to the above exercise, work is being undertaken regarding the Early Help function and the approach to Early Help Care Plans (EHCP). The decision on using Liquid Logic for this has been taken and work is now underway to scope the project in terms of requirements and an implementation plan is currently being worked on.

The upgrade of the impulse system and the online admissions system was planned for September 2016. Due to resources being prioritised on other activities within the service area, it was not possible to continue on the original timeframe. Measures are being undertaken to address the most significant risks and issues with the system with the view to having a full upgrade by August 2017. Work is underway with the service area to identify suitable resources to support the project.

Autonomy

The Autonomy system was initially purchased to ensure the County Council was compliant with the requirements of the Care Act. The key benefits of the system is to provide individuals with access to information and support which is relevant to their needs at each stage of their life journey and to submit on-line financial assessments. It also provides local authorities and their partner agencies with facilities to prioritise and manage the volume of activity efficiently. Even though some of the Care Act requirements have been delayed, implementing the system is considered to be beneficial particularly in managing demand. Go live of the system was planned for April 2016 but has been delayed. There are a number of reasons for the delay;

- **Single Sign On**: The lack of a single sign on process would mean that clients would have to have separate log in and password details for each module within Autonomy, i.e. financial assessments, information and guidance etc. In order to encourage uptake a single sign on policy is actively encouraged by the County Council. Liquid Logic who own Autonomy is currently developing a single sign on portal.

- **Integration:** The integration with the financial system, ContrOCC, is not operating effectively and a number of system fixes are required. These are being progressed and until they are fully tested and signed off, the system will not go live.

- **Information and Guidance:** The resource to ensure information and guidance on the system is up to date and relevant has not been defined and identified.

Without this, the information on the system will quickly be out of date and clients will not receive the service they need. Again, actions are underway within the service to ensure this is identified prior to a 'go live' date. It is anticipated that autonomy will go live in the next few months.

Liquid Logic

The implementation of the Liquid Logic systems in 2014 has caused problems across a range of services and was an area of focus in the recent Ofsted report on children's services. An initial assessment identified that many of the problems related to poor quality data migrated from legacy systems, social workers not following processes and suppliers not using the new system. A lot of work has been undertaken to identify the cause of the problems and to resolve some of the problems and will continue until processes and the system are as effective and efficient as they can be. To take this forward, it has been necessary to adopt an integrated approach that brings together the core systems team with front line services to develop solutions. The teams are now linking in with Newtons as they redesign processes, as any changes in processes need to be supported by the system and we need to ensure the integration with other systems work too. The approach adopted to date has looked at;

System	Identifying any system issues that are contributing to the problems. As part of the process, BTLS, Liquid Logic and Oxford Computing have carried out a high level diagnostic and assessment for the Adults version of Liquid Logic (LAS). A separate healthcheck for LCS was carried out by Liquid Logic in conjunction with children's services.
Maintenance and Governance	Ensuring processes are defined and developed to ensure changes in staffing hierarchies, approvals and access to the system are up to date and that as staff change these are reflected in all systems not just Oracle.
Finance	Identifying key metrics and also workflows. Identifying and mapping key dependencies that impact on finance and also key processes to be carried out by finance. This includes payments, billing and financial assessments.
Reporting	Identifying key reporting requirements and what can be produced from the system. The accuracy and validity of reporting is directly impacted by the accuracy and speed at which information is input into the system.

The majority of these workstreams have been embedded within the Transforming Social Care Programme. This is in recognition that one part of the business cannot influence all of the changes required. For example, changes to working practices are only effective if they are supported by the system and that the required reporting outcomes are deliverable. The fact that the work is firmly embedded is creating good working relationships between the service and the other key stakeholders, including Core Systems/Transformation, BTLS, Finance and Business Intelligence. There is

also a healthy recognition that all changes need to be assessed before they are actioned to ensure that there are not any unforeseen consequences.

Key Findings and Actions

- **Configuration vs Customisation**
  All systems need to be configured to integrate with other systems within an organisation. Whist this is absolutely necessary there becomes a point when too many changes mean that the system has become customised and may not operate in a way that it was intended. In Lancashire, Liquid Logic has been customised which means that processes are inefficient, and creating lots of unnecessary tasks. This is impacting on social worker time and also memory capacity within the system.

- **Case Management vs Task Management**
  It has been established that LAS is essentially a case management system and is used as such by most other authorities. Decisions were however made within Lancashire that the system would be customised to become a task management system. As a result of these a large number of tasks are generated and the ability to identify all tasks for one particular client is lost. Adults Social Care has confirmed that they wish to use the system as a case management system. Work is underway with Liquid Logic to make the necessary changes to the system.

- **Governance**
  Governance arrangements have been improved. Each time a system change is requested, a standard approach needs to be adopted to ensure there are no unintended impacts of a change. The governance process has been documented and agreed with all relevant Heads of Service. Processes have been designed and developed so changes to staffing structures, staff moving within or leaving the organisation are captured on a weekly basis and are updated in the system. This means that workflows within the system are always up to date and that approvals always go to the correct member of staff. It will also improve the accuracy of performance monitoring information.

- **Integrations**
  None of the County Council's core systems are stand alone. They are designed to integrate with other systems so that as a council we have one version of the truth and that information flows between other relevant systems. End to end processes are currently being developed to ensure that once the County Council has been notified of a change it is made in in such a way that it is reflected in all the systems. This is still a work in progress but will have significant benefits once it is available.

- **Transition**
  Transitioning changes into the work environment is key. A transition process has been designed that will ensure that all changes are considered fully before being implemented and this includes upgrades to the systems. Upgrades occur on a regular basis and it is important that the County Council keeps pace with these to ensure that systems remain supported by the

supplier. Whilst system upgrades can rectify faults and issues raised by service users they can also bring in additional functionality and benefits. Whilst the intended impact is good, managing this into a work environment can cause disruption. A process that will see changes identified, communicated and in some instances reflected in more training support or updated guidance has been developed. This process, if effective, will work with the services involved to ensure the timing of any significant upgrades can be managed in a timely and controlled manner.

- **Support Model**
  A centralised support team has been created within the core systems team. This effectively operates as a helpdesk for all social workers to ensure that all issues are raised in a central place and can be resolved in a consistent way. This model is working well. Performance measures and monitoring processes are being developed to ensure problems are resolved quickly as is exception reporting. This will be useful for managers in identifying inconsistent working practices or failure to follow agreed processes.

- **Work trays**
  Work trays was a major problem and there was little understanding of why tasks were building up and what needed to happen to reduce them. The fundamental and basic lack of knowledge about work trays meant that they were unmanaged and that in at least one instance, tasks were being allocated to work trays that had been set up for teams that no longer existed and in others they were being allocated to staff who had moved to a different role or had left the County Council. The hierarchy work set out earlier in the report that has been undertaken for the County Council to improve governance, has been extended to other non-Oracle systems including Liquid Logic. This has improved the work flows and also means that the County Council will be able to obtain accurate performance information. This work is also linking in closely with the 'Project Accuracy' work that has been commissioned by the County Council from Newtons to improve the quality of data within the system. Correcting the hierarchies is a key element of this work and therefore the work underway will support the outcome of the project.

- **Yoga devices**
  Yoga devices have been rolled out to front line social workers. Some social workers were using these whilst others were not. Following a review of the issues, some simple changes have been made to forms that are loaded onto yogas so that they are in a compatible format and can be easily used on the mobile device.

- **System Changes**
  Lancashire Care Foundation Trust (LCFT) staff were not recording information on the system as they were having difficulty accessing the system and remembering passwords etc. The self-serve facility to enable these users to change their passwords has been enabled. This has increased usage of the system.

All the LAS templates have been amended so that:

- o Address blocks are formatted in a way that means that all letters can be sorted in the mail room using the Whistl PremierSort software which means that the County Council is able to benefit from the mail discount for more of its outgoing post.
- o Margins settings mean that letters and forms can be sent via the Minkz software in the mail and print room. This means that when rolled out, social workers will be able to send letters from their Yoga devices and that these will be printed and posted automatically without social workers having to return to an administrative base. The letters will also be automatically saved in the appropriate place on the County Council's electronic filing system (documentum) and that these can be issued without having to return to an administrative base.

A piece of work is to be commissioned to upload a list of current GP surgery's into the LAS database. This will enable social workers an easier way of finding the surgery they need.

Address lists for the whole of the UK have been uploaded which reduces the need for social workers having to contact the systems team to input addresses outside Lancashire.

A new Deprivation Of Liberty (DOLS) module has been developed and will go live in April 2016.

Customer Feedback

Payroll and Recruitment, October 2015 to February 2016

During the period from October 2015 to February 2016 customer feedback for the Payroll and Recruitment service saw 19 complaints and 14 compliments received. Of the 19 complaints, following further investigation four were closed after it was determined that they did not relate to errors or faults within the service areas. The remaining complaints included three related to delays in processing, one an overpayment and another due to the non-issue of a letter (at the time of writing a number remain open whilst investigations continue.)

February 2016 saw the most compliments received during the period (seven) with more than half relating to school visits undertaken by the service. Comments included, "I found the visit extremely helpful. It has given me a better sense of how to handle requests...", ". It helped clarify areas I was unsure of and also reinforced my understanding of the systems." and "Very useful and would not hesitate to recommend to others"

	Customer Feedback – October 2015 to February 2016
Compliments	14
Complaints	19

ICT, Payroll and Recruitment, October 2015 to February 2016

During the period from October 2015 to February 2016 customer satisfaction with the services provided by ICT improved as evidenced by only seven complaints being received as opposed to 54 compliments. Four of the seven complaints related to issues with Xerox, The issues with the Xerox contract have been escalated and measures are being put in place to improve the ongoing issues. Complaints are dealt with by members of the Business Relationship Management team, who contact the complainant to ensure a satisfactory resolution to the issues raised. This demonstrates the benefits being realised by the continuing focus ICT Services are applying to customer care, not just in complaint avoidance, but also in how the service deals with complaints when things go wrong.

An analysis of which teams of the County Council are submitting compliments shows that these are coming from across the organisation from areas as diverse as the Special Educational Needs & Disability Team to Public and Integrated Transport, from Libraries and Museums to Wellbeing, Prevention and Early Help. This indicates that the customer focus initiatives currently being undertaken are delivering positive results across the whole business.

	Customer Feedback – October 2015 to February 2016
Compliments	57
Complaints	7

BTLS Staffing Update

As previously stated BTLS aims to be recognised for delivering service excellence for its customers. At the same time BTLS is also striving to ensure its staff feel valued, respected, involved and informed in the direction of the organisation, and in particular, establishing culture and practices that ensure BTLS can be a sustainable healthy unit staff are proud and engaged to work in. In previous reports, BTLS has confirmed it was undertaking periodic voluntary 'all staff' engagement surveys. The third of these was undertaken in July 2015 and was reported on previously. The next of these surveys will take place in early summer 2016.

Key activities to report over the past quarter include:

- Staff round table events are now being held at alternate sites (Preston and Ormskirk) to enhance visibility and direct engagement for staff with BTLS Senior Management Team. The most recent was held in early December at Ormskirk for Payroll and Recruitment and West Lancashire Borough Council Revenues and Benefits staff.

- Completed final phase of relocation of BTLS staff back in to Lancashire Point.

- Held 4 Info Bite sessions - 'Managing Your Time More Effectively', 'Managing Capability', 'Building Your Resilience' and a mop-up session of 'Managing Attendance' with 25, 67, 20 and 20 attendees respectively.

- Added to the BTLS eLearning programme to align with the County Council's additions, for example Terrorism and Community Safety.

- User Acceptance Testing completed for Oracle Phase II Developments – this development will include a new starter induction process and current employee training records with planned go-live 1st April 2016.

- 2 County Council Health and Safety Audits – ICT Services and Education Services. Both completed with positive outcomes. One Corrective Action in relation to Lone Workers recommended in ICT has been addressed by making Personal Safety eLearning mandatory where applicable to the job role requirements.

BTLS has completed its Pioneers leadership training programme for managers, with 119 staff (approx. 25% of all BTLS staff) having attended the 4 day programme. BTLS is currently collating feedback from the staff who attended the event to determine the success and pointers for future programmes for other BTLS staff.

BTLS has also commenced a restructure of ICT referred to earlier in this report which aims to complete by end March 2016.

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/Tel

N/A.

Reason for inclusion in Part II, if appropriate

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 Three 2015/2016 (%)	Performance January 2015/2016 (%)	Performance February 2015/2016 (%)	Performance YTD 2015/2016 (%)
1	**Priority 1:** Severe Business Disruption: Business Unit (sub-unit): • unable to operate • Service component failed or severely impaired. % of Priority 1 Incidents resolved within 4 working hours.	**99**	100	100	100	100
2	**Priority 2:** Major Business Disruption: Critical user or user group: • unable to operate • business unit experiencing significant reduction in service performance. % of Priority 2 Incidents resolved within 1 Business Day	**98**	99	100	98	98

	Priority 3: Minor Business Disruption: Single user or user group unable to work with no available workaround. % of Priority 3 Incidents resolved within 2 Business Days.	**97**	97	99	98	98
4	**Priority 4:** Minor Disruption: Single user or user group experiencing problems but with ICT defined available workaround. % of Priority 4 Incidents resolved within 1 working week.	**98**	99	99	99	99
5	**Priority 5:** Advice and Guidance (offered to users via Service Desk). % of Priority 5 Incidents resolved within 4 working weeks.	**98**	99	99	100	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 Three 2015/2016 (%)	Performance January 2015/2016 (%)	Performance February 2015/2016 (%)	Performance YTD 2015/2016 (%)
1	% payroll errors attributable to the Partnership.	**<0.4**	0.1	0.05	0.09	0.1
2	% of changes and associated adjustments including arrears processed that were received by the published payroll deadline.	**99**	100	100	100	100

Non-Contractual Targets:

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

Payroll & Recruitment Services Dashboard

Activity	Target	Performance Quarter Three 2015/2016	Performance January 2015/2016	Performance February 2015/2016	Performance YTD 2015/2016
Volume of BTLS overpayments	n/a	38	5	10	125
% of DBS forms returned to Recruitment Services from Liverpool DBS with errors	Not greater than 3%	1.3%	1.1%	1.8%	1.7%
Employment offer documentation (conditional) issued within 48 hours, following receipt of the necessary approvals to recruit	100%	100%	100%	100%	100%
% of DBS forms returned to Managers (Directorates) with errors/missing information within 48 hours	100%	100%	100%	100%	100%
Change Letters - issued within 10 working days from system change	100%	100%	100%	99.7%	99.8%
% of nationally and locally agreed pay awards implemented no later than the month following the month in which the award was authorised	100%	100%	100%	100%	100%

Cabinet Committee for Performance Improvement
Meeting to be held on 12 April 2016

| Electoral Division affected: |
| All |

The Procurement Service Update Report
(Appendices 'A' and 'B' refer)

Contact for further information:
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Executive Summary

This report provides an update on the performance of the Procurement Service, including 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.

Recommendation

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

Background and Advice

The County Council spends approximately £340million a year on goods and services procured by the Procurement Service, and currently has over 420 contracts in place.

Under the new organisational structure 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 three main categories of expenditure;

- care and public health,
- construction and assets, and
- corporate goods.

Whilst each team buys different types of goods and services they all follow the same processes in relation to developing specifications, tendering and contract award processes. These teams are also combined with low value sourcing activity to ensure compliance with procurement regulations, working within existing frameworks, contracts and catalogues.

In addition to the three Category Management Teams, the service has a Procurement Information Management (PIM) Team which is responsible for the management and control of supplier data within the Oracle system and supporting

Lancashire
County
Council

operational systems. The team is responsible for setting up and maintaining supplier information on the system.

Service Improvement Plan

As previously reported, since the service transferred back to the County Council in 2014, it has been subject to a service improvement plan, which was introduced to cover and improve the diverse range of activities provided by the former service including tendering, procurement management information, supplier relationship management, sourcing of goods and the payment of invoices. Whilst good progress had been made in a number of key areas in the first year following the transfer, not all actions had been implemented as anticipated by March 2015, largely as a result of the County Council's transformation agenda.

This position has provided the newly appointed Head of Procurement and the newly formed Procurement Board the opportunity to have a direct input into the decisions and changes to procedures and policies going forward at a time of unprecedented change within the County Council. In particular, it has enabled a more effective review of the Council's procurement rules to be undertaken to ensure they are practical and support the smooth running of the organisation, aligning them more closely with the revised Scheme of Delegations to Heads of Service and Cabinet Members. The deadline for the introduction of the revised procurement rules has been delayed to ensure that they have been subject to appropriate scrutiny and approval within the County Council.

The actions relating to the service going forward are largely complete and the current position, including revised timescales where appropriate are attached as Appendix 'A'. The Procurement Service has reported progress against the plan to the Cabinet Committee on Performance Improvement in December 2014, March 2015 and October 2015, in addition to a separate report to the Audit and Governance Committee in January 2016. The main area of progress since the last service update report was presented to the committee, relates to the approval and introduction of the Social Value Policy and Framework in February 2016, which supports the overarching Procurement Strategy.

Social Value Policy and Framework

The aim of the policy is not to alter the commissioning and procurement processes, but to ensure that the County Council gives consideration to the wider impact of the service's delivery in line with the requirements of the Public Services (Social Value) Act 2012. The County Council has been implementing the Act on an ad hoc basis to date, and the introduction of the policy will allow a flexible and cohesive approach to generating social value through public procurement. In addition, it will enable the County Council to demonstrate more effectively how the choice of a supplier through a tendering process not only provides the most economically advantageous service, but one which secures wider benefits to the community.

Training sessions have been delivered within the service, and the implementation of the policy will be kept under close review over the initial months of introduction. We

are also considering how we will report our performance in this area in future update reports.

Performance Dashboard

In addition to the service improvement plan, a dashboard of performance indicators for key activity aligned to the procurement strategy was produced and presented to the Cabinet Committee. The objective of the dashboard is to establish and monitor the County Council's performance against objectives set out in the procurement strategy. A dashboard showing the related service performance up to and including February 2016 is attached at Appendix 'B'.

The service is building on the work already undertaken in this area to demonstrate more effectively how the procurement strategy is being embedded within operational practices, particularly around overcoming the barriers in current processes that prevent some smaller and voluntary organisations from working with the County Council. A specific action has been included in the service improvement plan to support this development with the cleanse and update of the supplier database to enable procurement activity to be reported against organisational classifications, i.e. small medium sized enterprises (SMEs), and the Voluntary, Community and Faith Sector (VCFS). Good progress has been made in this area which is on target to be completed by the end of the financial year.

Procurement Performance

Prior to the transfer of the service to the County Council, there were many examples of contracts being extended due to procurement processes not being completed in a timely manner. Following a review of the ongoing procurement activity at the start of this financial year, a number of contracts were identified that had either expired or were expiring before the completion of the ongoing procurement process and it was necessary to request formal approval to extend these contracts in line with the County Council procurement rules. The associated contracts focussed on two specific Category Management Teams; care and public health and construction and assets. The table below indicates the number of contracts involved and the total value of the contract extensions.

Category Management Team	Number of Contracts	Extension Value £million	Ongoing procurement exercise %
Care and Public Health	13	1.38	100
Construction and Assets	3	1.27	100
Total	**16**	**2.65**	**100**

Whilst procurement exercises were underway in relation to these contracts, and the majority related to short term extensions for only a few months, it was recognised that further work was required as a priority to reinforce and build upon the operational arrangements already in place to help prevent this situation re-occurring.

A number of key activities have been undertaken since the start of the financial year to further improve performance in this area and strengthen the internal control arrangements, including:

- Heads of Service training which was completed in July 2015, to highlight in particular the need for planned procurement activity to be shared with the Procurement Service at the earliest opportunity;
- An ongoing review of the current contracts register to highlight any potential gaps in contract information; The reintroduction of timely management reviews of current procurement activity, and
- Closer working relationship with Legal Services with the introduction of weekly Legal Clinics.

The ongoing review of the contacts register, which includes the end dates of all contracts listed, together with the refresh of the category management service plans, is highlighting more effectively the lead in times for procurement exercises to be completed on time. This activity is also being closely monitored by the Procurement Board.

Notwithstanding these new arrangements, there will inevitability be an ongoing, occasional need for contract extensions brought about by circumstances which the County Council acting as a diligent contracting authority could not have foreseen.

This has been the case during 2015/16, where a further six contracts have required cabinet member approval to extend the existing contracts with an estimated extension value of £2.6 million. Three of the contract extensions were required to allow for continuity of services within the short term as decisions relating to future service provision are made, and another short term extension related to unforeseen difficulties in the transfer of services for a completed procurement exercise, which has been satisfactorily resolved.

To provide some context of the progress made by the service to reduce the number of requests for contract extensions and effectively manage procurement exercises in a timely manner, it is useful to compare the position reported here with that reported in May 2014, immediately following the transfer of the service back to the County Council.

The table below shows the number of contracts which were included in a request for a blanket waiver of the procurement rules and the total value of the contract extensions to allow time for full tendering processes to be carried out and new contractual arrangements to be put in place. A significant number of contracts had either expired or were due to expire without any tendering process in place to award new contracts.

Category Management Team	Number of Contracts	Extension Value £million	Ongoing procurement exercise %
Expired contracts			
Construction and Assets	8	4.876	63
Corporate	16	7.034	63
Sub Total	**24**	**11.910**	**63**
Expiring contracts			
Construction and Assets	6	0.337	50
Corporate	8	2.270	25
Sub Total	**14**	**2.607**	**36**
Total	**38**	**14.517**	**50**

The position on these contracts has been taken forward by the service retendering the contracts in line with the approved extension dates.

In addition to the above blanket waiver request, an analysis of the approved waiver reports in 2013/14 identified that a further 22 contracts were extended with a total extension value of approximately £13 million across all category management areas.

Significant progress has been made by the service during this year to retender the public health contracts which were transferred to the County Council in April 2013. At the time the contracts were transferred to the County Council a decision was made for the responsibility to stay with the NHS Commissioning Support Unit for a period of 2 years as part of the transitional arrangements. This included 179 contracts at a total annual value of £44 million. A requirement to extend the contracts beyond the transitional period of two years into 2015/16 resulted from the delays in the commissioning processes due to the complexity and nature of the specific projects concerned and the disorganised manner in which the contracts were transferred to the County Council. A significant programme of procurement activity has been in place over the last 12 months to retender these services successfully, which has been achieved through the effective working relationship with public health and commissioning colleagues to redesign the services and consolidate many of the existing contracts going forward. This has included the award of contracts for integrated sexual health services for people of all ages, and young people, the integrated wellbeing worker service for vulnerable adults, substance misuse frameworks for adults and children's services, and the School Nursing Service.

A total of 141 contracts with an annual value of £158m have been awarded successfully in the current financial year across the three category management areas up to and including February 2016. These contracts have engaged 189 contractors within Lancashire with a contract value of approximately £65m and a further 96 contractors within the North West have been engaged with a contract value of approximately £22m.

Whilst the service has not seen a rise in the receipt of formal challenges around procurement activity, it is important to understand that a number of queries are received generally in relation to procurement exercises, which have been

categorised as informal challenges in the performance dashboard data. The appropriate resolution and response to these queries by the service, in liaison with colleagues from Legal Services, assists in ensuring that such queries do not escalate into formal challenges and helps to demonstrate the robust nature of the procurement activity undertaken.

The service has made significant progress in registering social care providers to use the Care Portal, which allows them to send invoices through electronically for payment. Private residential and nursing homes will be required to use the portal from the start of the new financial year in 2016/17 which will significantly improve the number of providers currently using the portal. This model is being used to register property and highways related suppliers to send invoices electronically in 2016/17 as part of the implementation of a suite of new systems in these specific areas.

Supporting Suppliers

Many suppliers contact the County Council through dedicated customer support lines. Arrangements had been put in place with the assistance of the Customer Access Service, which had improved this area of activity in the previous year. The figures for the year to date indicate that performance continues to exceed the target set for the service.

Consultations

N/A.

Implications:

This item has the following implications, as indicated:

Risk management

Failure to act on the service improvement plan will mean that the County Council does not achieve its objectives in relation to procurement, and may not comply with legislation around procurement. This could lead to costly legal challenges.

List of Background Papers

Paper	Date	Contact/Tel
Report to Cabinet - 'Approval of the County Council's Procurement Strategy'	9 October 2014	Josh Mynott/01772 534580

Reason for inclusion in Part II, if appropriate

N/A

Appendix 'A'

Procurement Service Improvement Plan

Action	Timescale	Progress	Status
1. Our Approach to Procurement			
1.1 Effective leadership is embedded within the service to take forward and improve service delivery and meet the needs of the County Council.	Ongoing	Head of Procurement and the service senior management team in place from the start of 2015/16 and now forms part of the wider Commissioning Group. A quality of service/dashboard report for the service has been developed and is produced quarterly. The focus of the report is on activity that supports the achievement of the aims and objectives of the procurement strategy.	Green
1.2 Set out an approach to category management that maximises the use of financial and non-financial data and that ensures off contract spend is minimised.	March 2015 **Revised Jan 2016**	Implemented. An approach to category management has been introduced which will be further developed as management information reports are introduced and used more widely within the service.	Green

Action	Timescale	Progress	Status
1.3 Develop Procurement Plans for every category of spend to reflect service priorities	Ongoing	Implemented. Service plans are being refreshed through the year. Regular meetings with operational and commissioning staff are held as appropriate to ensure these remain up to date and relevant and to ensure ongoing engagement/discussion on procurement activity at a senior level across the County Council.	Green
1.4 Regularly review management information on high and low value spend, off-contract spend (both where there is a contract and where there isn't a contract), and retro-ordering.	June/July 2015 **Revised Oct 2015**	Implemented. The report is available and being piloted within the service.	Green
1.5 Revise procurement rules and contract standing orders to ensure they reflect current legislation and support business need	May 2015 **Revised October 2015**	Revised procurement rules have been considered by the Procurement Board and have been agreed with Legal and Democratic Services. The revised rules are more closely aligned to the new Scheme of Delegation for Heads of Service and Members. This action has taken longer than initially anticipated, ensuring the revised rules have been subject to the appropriate scrutiny and approval process. The revised rules will be presented to Cabinet Management Team on 20 April and to Full Council in May 2016. In addition, two member bite size briefings on the Procurement Service have been arranged for May/June 2016.	Amber
1.6 Review standard tender documentation for suppliers to ensure they are proportionate to level of spend (including considering a revised approach to ppq, and link with electronic systems).	April 2015	Implemented. Adequate documentation is in place – potential for further rationalisation is currently being considered.	Green

Action	Timescale	Progress	Status
1.7 Develop and implement a Contracts Register that is made publicly available.	March 2015 **Revised November 2015**	Implemented. A contracts register is maintained by the service. Given the situation of expiring contracts identified in April 2015, reviews of the document will be ongoing with key service areas to identify potential gaps in contract information.	Green
1.8 Review approach to contract monitoring (including consideration of monitoring by organisation, not contract)	March 2015	Implemented. A decision has been made that contract monitoring will sit within Operations & Delivery, and not within the Procurement Service as part of the County Council's restructure.	Green
1.9 Develop and deliver new training programme to ensure all relevant staff are fully trained in procurement and governance requirements.	September 2014 **Revised** **Ongoing**	Implemented. Training has been provided by Democratic Services and Legal Services. Slides have been made available on the website. The quality of reports to members and Chief Officers has improved significantly. Ongoing training from the legal services team is also in place with the establishment of legal surgeries' in relation to procurement activity. Training has also been provided by procurement service staff to other Directorates that currently conduct their own procurement work. Training on a new EU Directive on Procurement has been delivered to the Procurement Service in February 2015. Training of the new Heads of Service took place in July 2015. Further guidance will be provided to Heads of Service on the approval of the County Council's revised procurement rules.	Green

Action	Timescale	Progress	Status
1.10 Develop an approach to maximise the benefits to the County Council of increasing supplier use of electronic systems.	March 2015 **Revised** **Ongoing**	The number of suppliers engaging with the County Council's new systems is increasing as a result of the steps taken by the service and BTLS to improve this position. An approach has been developed through the work on the Care Portal which is providing the basis for introducing electronic methods to additional systems, including the ongoing Core Systems Review relating to property and highways transactions.	Green
1.11 Develop a performance management framework to manage key risks and activities and ensure regular monthly reporting that is embedded within the County Council's performance management framework.	December 2014 **Revised** **Ongoing**	Performance reports have been provided to the Cabinet Committee for Performance Improvement, in addition to the regular updates to the Procurement Board during the year. The performance dashboard, will be reviewed on an ongoing basis and further developed as necessary to capture the most appropriate service information. Monitoring of the Service Improvement Plan is also carried out by the procurement service Senior Management Team.	Green
1.12 Cleanse supplier data base and apply agreed organisational classifications, i.e. SMEs, VCFS, to all suppliers.	December 2015 **Revised** **March 2016**	Given the large volume of data and the requirement to agree definitions for the organisational classifications this exercise will require significant resources and an achievable timeframe to complete. Good progress has been made to date and the work is on track to be completed within the revised timescale.	Amber
2. Sustainable Procurement			
2.1 Ensure internal processes proportionate to level of spend	March 2015	Implemented. A consistent approach using consolidated Gateway documents has been introduced across the three Category Management Teams.	Green

Action	Timescale	Progress	Status
3. Social Value			
3.1 Develop the County Council's approach to Social Value in Procurement	May 2015 **Revised March 2016**	Implemented. A policy and framework was approved and introduced in February 2016. The policy will formalise the procedures which have been undertaken on a relatively adhoc basis to date and provide greater consistency across the service for the implementation/consideration of social value for all appropriate procurement exercises. Examples of how the service has effectively implemented social value within procurement exercises includes the recognition by the Cabinet Office Mystery Shopper Service which provided positive feedback for the YPS Framework Agreement. "It was excellent to see the significant consideration you had given to social value and the social value act throughout the pre-procurement stage of this contract."	Green
4. Doing Business with the County Council			
4.1 Ensure customer access and support is appropriate and enables customers to communicate with the service in a way that is accessible and appropriate for business needs.	March 2015 Ongoing	Implemented. Dedicated customer helpdesks have been established and are working well.	Green

5. Electronic Procurement			
5.1 Implement the corporate e-tendering system, Oracle Sourcing, across all procurement categories.	March 2015 **Revised** **March 2016**	This is in use across all procurement categories. Problems are still being experienced with the systems which are impacting on the effectiveness of the Service a year after implementation. Issues identified by the post implementation review will be taken forward within the timescales set.	Amber
6. Performance Management			
6.1 Culture change, consistent and effective working practices and models are embedded.	March 2015	Implemented. Working practices are being reviewed particularly for the new systems. Additional technical, systems and also management training has been implemented as have the principles of the Lancashire Way. Documentation has been reviewed for procurement processes to try and standardise as much as possible. Workforce development activity has been undertaken including management training, cross training between teams to address resilience issues and overcome knowledge gaps and application of LCC policies in a standardised way across the whole of the service, i.e. sickness.	Green
6.2 Establish a Procurement Board with agreed Terms of Reference that supports the delivery of the County Council's Procurement Strategy.	May 2014 **Revised** **April 2015**	Implemented. Procurement Board has been re-established and has met on a bi-monthly basis. New Procurement Board and membership now in place to reflect the County Council's restructure from 1 April 2015.	Green

7. Our Suppliers			
7.1 Ensure supplier access and support is appropriate and enables suppliers to communicate with the service in a way that is accessible and appropriate for business needs.	Ongoing	Implemented. The PIM Team provides effective support to suppliers and potential suppliers.	Green

Procurement Function Performance Dashboard

February 2016

Lancashire County Council

Contracts and Challenges Overview

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

	2014/15	Q1	Q2	Q3	Jan/Feb	Trend
Value of contracts let £m	99	13.9	19.4	44.7	80.4	N/A
No. contracts let	119	50	22	29	40	N/A
Contracts let on time	94%	78%	96%	90%	100%	Back on track

	Q1	Q2	Q3	Jan/Feb	Trend
Challenges received	0	0	0	0	Positive
Challenges successfully responded to	N/A	N/A	N/A	N/A	N/A
Informal Challenges received	1	12	3	4	Positive
Informal challenges successfully responded to	1	12	3	4	Positive

Care Portal

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

	2014/15	Q1	Q2	Q3	Jan/Feb	Target
Registered to use Portal	74%	82%	84%	85%	86%	100%
Submitting invoices via the portal	54%	53%	60%	61%	61%	100%

Call Handling Times

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

PIM Phone Activity	Q1	Q2	Q3	Jan/Feb	Year to Date
Average Call Wait	00:14	00:11	00:14	00:11	00:12
Average Call Handling	03:57	04:19	03:61	03:11	03:25

Geographic Locations of Contractors

This information shows where suppliers who have been awarded contracts by the County Council in 2014/15 and so far this year have their base.

	2014/15		2015/16	
Contractor Location	Contractors	Annual Value £m	Contractors	Annual Value £m
Lancashire	82	22.58	189	65
North West	30	8.93	96	22
Other	23	67.5	46	71

Call Answer Times

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

PIM Phone Activity	Q1	Q2	Q3	Jan/Feb	Year to Date	Target
% Calls Answered	98%	98%	97%	98%	98%	90%
Volume Calls Offered	1817	1871	2459	1843	7990	
Volume Calls Answered	1771	1835	2384	1801	7791	

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

Cabinet Committee on Performance Improvement
Meeting to be held on 12th April 2016

| Electoral Division affected: |
| All |

Lancashire Adult Learning
(Appendix 'A' refers)

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Executive Summary

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

Recommendation

The Cabinet Committee on Performance Improvement is recommended to note that the Ofsted full re-inspection of Lancashire Adult Learning, has assessed the overall effectiveness of the College as good. The overall effectiveness at the previous inspection was inadequate.

Background and Advice

1. Fourth Ofsted re-inspection monitoring visit

On 2nd December 2015, Ofsted carried out its fourth and last follow up re-inspection monitoring visit to Lancashire Adult Learning (LAL) following publication of the inspection report on 11 December 2014, which found LAL to be inadequate overall. The areas for improvement were: success rates; the quality of teaching, learning and assessment; initial assessment and the monitoring of learners' progress; the rigour of quality assurance including self-assessment and the process for observations of teaching, learning and assessment; the use of data; and the effectiveness of leadership, management and governance, particularly the challenge and scrutiny by governors. Visual arts and family learning were judged to require improvement, business management and employability training were good.

The first monitoring visit took place in January 2015. It identified a number of priorities for improvement and recommended that urgent action was needed on several issues. A new interim principal and an interim vice principal, both from Nelson and Colne College, an outstanding college, took up post just before the first monitoring visit.

At the second visit in March 2015, inspectors found reasonable improvement for learners, especially in terms of improvements to teaching, learning and assessment;

the effectiveness of leadership, management and governance; self-assessment and the use of data, although weaknesses remained in each of these areas.

The third visit in June 2015 found further improvement. The effectiveness of leadership, management and governance and the quality of teaching, learning and assessment had significantly improved. Self-assessment and the use of data continued to show reasonable improvement.

The fourth visit in December 2015 found further improvement across all areas.

2. Ofsted Full Re-Inspection

Ofsted's full re-inspection took place between the 2nd and 5th February 2016. A copy of the Ofsted Report is attached at Appendix 'A'. Ofsted's key conclusions are as follows:

- Leaders and managers took swift and successful action to improve the quality of provision and outcomes for learners following the previous inspection.
- A strong and effective board of governors now drives forward a good pace of improvement through robust and determined support and challenge.
- The strategy to engage and recruit the very large majority of learners from the most disadvantaged areas and groups is highly effective.
- The proportion of learners who successfully achieve their qualifications has rapidly improved since the previous inspection and is now high.
- Passionate tutors set high aspirations and expectations, using a wide range of activities to enable most learners to reach their potential.
- Tutors use the results of initial assessment of learners' individual needs well to plan and provide effective learning and additional support to help learners overcome problems which might otherwise prevent success.
- Many learners from marginalised communities develop the skills, confidence and self-esteem to make better life choices.
- Learners' development of functional skills in English and mathematics, and English for speakers of other languages (ESOL), are good.

The following table summarises the overall Ofsted assessment

Overall effectiveness	Good
Effectiveness of leadership and management	Good
Quality of teaching, learning and assessment	Good
Personal development, behaviour and welfare	Good
Outcomes for learners	Good
Adult learning programmes	Good
Overall effectiveness at previous inspection	Inadequate

Ofsted highlighted three areas for improvement:

- Rapidly implement the plans to establish permanent senior leadership arrangements for the service.
- Share best practice internally to ensure that individual targets for all learners are of a consistently high quality. Ensure that tutors use targets well to plan individual learning and to measure learners' progress on their course.
- Implement the systematic analysis of non-accredited learning to identify any differences in achievement between groups of learners. Ensure that

managers and staff take effective actions to identify, tackle and reduce any identified differences.

3. **Lifting of a Notice of Concern including all schedules**

On 15th December 2014, the Skills Funding Agency (SFA) issued a Notice of Concern (the Notice) to the County Council .This was because the County Council had received an inadequate Ofsted inspection rating.

The SFA has now confirmed that it is satisfied that the County Council has complied sufficiently with the conditions set out in the Notice. This is because Ofsted's recent re-inspection judged the County Council to have improved to Good.

Consultations

The County Council has consulted Ofsted and the SFA on the response to the Ofsted inadequate assessment.

Implications:

This item has the following implications, as indicated:

Risk management

Following the Ofsted inadequate assessment in November 2015, the County Council has put in place a series of measures to ensure that the Lancashire Adult Learning is able to respond positively to the planned Ofsted re –inspection. This has resulted in Lancashire Adult Learning having an overall effectiveness assessment of good.

List of Background Papers

Paper   Date   Contact/Tel

Nil

Reason for inclusion in Part II, if appropriate

N/A

Lancashire Adult Learning

Local Authority

Inspection dates	2–5 February 2016
Overall effectiveness	**Good**

Effectiveness of leadership and management	Good
Quality of teaching, learning and assessment	Good
Personal development, behaviour and welfare	Good
Outcomes for learners	Good
Adult learning programmes	Good
Overall effectiveness at previous inspection	Inadequate

Summary of key findings

This is a good provider

- Leaders and managers took swift and successful action to improve the quality of provision and outcomes for learners following the previous inspection.
- A strong and effective board of governors now drives forward a good pace of improvement through robust and determined support and challenge.
- The strategy to engage and recruit the very large majority of learners from the most disadvantaged areas and groups is highly effective.
- The proportion of learners who successfully achieve their qualifications has rapidly improved since the previous inspection and is now high.

- Passionate tutors set high aspirations and expectations, using a wide range of activities to enable most learners to reach their potential.
- Tutors use the results of initial assessment of learners' individual needs well to plan and provide effective learning and additional support to help learners overcome problems which might otherwise prevent success.
- Many learners from marginalised communities develop the skills, confidence and self-esteem to make better life choices.
- Learners' development of functional skills in English and mathematics, and English for speakers of other languages (ESOL), are good.

It is not yet an outstanding provider

- Plans to ensure the permanency of senior leadership are not yet implemented.
- For a small minority of learners, tutors do not use individual learning targets to plan learning or measure the progress they are making.

- Leaders and managers do not systematically analyse non-accredited achievement to identify any differences in achievement between groups of learners.

Full report

Information about the provider

- Lancashire Adult Learning is Lancashire County Council's adult education services, which deliver almost all of the adult and community learning budget allocated to Lancashire by the Skills Funding Agency. The objective of the service is to focus on people or groups who are disadvantaged and least likely to participate and to raise fee income from those who can afford to pay. It provides learning at one main centre and over 120 community-based venues. Lancashire comprises 12 district councils. The employment rate has been lower than that which exists nationally for the past 12 years, and rates of deprivation are higher than average. Rates of ill health are higher for people in Lancashire than the average for England, while life expectancy for both men and women is lower than the England average.
- The service received four re-inspection monitoring visits, each completed by Her Majesty's Inspectors, following the inadequate judgement at the previous inspection in November 2014.

What does the provider need to do to improve further?

- Rapidly implement the plans to establish permanent senior leadership arrangements for the service.
- Share best practice internally to ensure that individual targets for all learners are of a consistently high quality. Ensure that tutors use targets well to plan individual learning and to measure learners' progress on their course.
- Implement the systematic analysis of non-accredited learning to identify any differences in achievement between groups of learners. Ensure that managers and staff take effective actions to identify, tackle and reduce any identified differences.

Inspection judgements

Effectiveness of leadership and management   is good

- Following the previous inspection, councillors took swift action to improve senior leadership and management of the adult learning service. A new and very effective interim senior management team was quickly established, pending further decisions about the how the provision is to be managed in the future. The senior leadership team comprises the current interim principal, the interim deputy principal and a permanent assistant principal. They have managed change exceptionally well, effecting rapid and significant improvement in the quality of teaching, learning and assessment, and increasing learners' achievements. All the weaknesses identified at the previous inspection are now rectified. The interim principal, who is also a successful leader in an outstanding local further education college, and the board of governors have detailed ambitious plans to develop the service further and establish permanent management arrangements.

- Senior leaders and the board of governors have reviewed and reshaped the adult learning curriculum to meet the priority objectives of the council effectively. Consequently, the service recruits very successfully from the communities and groups of people who are most disadvantaged or at significant risk of social exclusion, such as learners with mental health difficulties and asylum seekers. A high proportion of learners have not been engaged in education for some considerable time and are developing the skills required to be more effective in their communities.

- Since the previous inspection, managers have developed a more secure and comprehensive arrangement to improve the quality of teaching. They use the outcomes from lesson observations well to identify tutors who need extra support. Mentors are allocated to the few tutors whose performance requires improvement. As a result, tutors improve their teaching practice rapidly.

- At the previous inspection the use of management information was a weakness and it is now good. Senior managers have rectified this, improving significantly the collection and use of data to monitor learners' progress and destinations.

- Managers provide well-targeted staff development to improve teaching practices, closely based on their evaluation of tutors' work. Tutors are encouraged to apply their learning from staff development and training to improve their teaching, and are supported well to do so. For example, most tutors who have received training on the use of the service's virtual learning environment use this system well to promote individual learning.

- Managers and subcontractors use self-assessment well to identify areas requiring improvement and to plan actions to tackle them. They draw on a good range of evidence to underpin their judgements, including the views of learners and partners. The strengths and areas for improvement identified in the self-assessment report closely match those found by inspectors.

- The management of subcontractors is strong. Managers choose subcontractors carefully to provide specific focus on particular disadvantaged groups or communities. They monitor the quality and outcomes of subcontracted provision frequently and rigorously. Subcontractors attend mandatory training and opportunities to share good practice and this has led to improvements in the quality of their courses.

- Senior managers, managers and tutors have prioritised the development of learners' English and mathematical skills well. The service has a good strategy and a set of clear expectations about teaching practices to help learners develop these important skills. For example, managers require tutors to plan into their lessons the development of learners' better use of English and mathematics and to correct their spelling and grammatical mistakes. As a result, learners develop a good standard of skills and a high proportion complete their qualifications successfully.

- Leaders, managers, tutors and staff who act as equality champions promote successfully a culture of fair treatment and respect for different views, backgrounds and experiences. Tutors have received effective training on democracy, individual liberty, the rule of law, mutual respect and tolerance of those with different faiths and beliefs. As a result they promote these values successfully to learners. A number of tutors use innovative teaching practices, such as activities which initiate discussions, to extend learners' understanding of complex issues such as radicalisation, hate crime and the rights of people with different sexual orientations.

- **The governance of the provider**
  - Following the previous inspection, a new board of governors was quickly established, providing a strong representation from education, business, the voluntary sector and Lancashire Council. The board use this wide range of expertise exceptionally well to support and provide critical challenge to senior leaders.

- Governors receive detailed reports on learners' outcomes and the quality of provision. They have set challenging targets for senior managers and these are monitored frequently to effect improvements quickly.
- The service has the financial stability to maintain high-quality resources to support learning in the community. However, the board have yet to implement the agreed permanent management arrangements at senior leadership level.

- **The arrangements for safeguarding are effective**
  - Arrangements for safeguarding are thorough and include appropriate checks on staff. As a result of good training, staff know how to keep learners safe and are vigilant about safeguarding issues. They have received good staff development including on aspects such as forced marriage, domestic violence and female genital mutilation, and are better informed about how to identify any learners at risk, report any concerns and identify appropriate support.
  - Tutors and learners know how to contact the designated safeguarding officers. All staff are very well aware of their new responsibility to protect their learners from extremism and radicalisation. They have completed the relevant training courses, and made a good start in implementing required policies.
  - Managers ensure that all the training venues are risk assessed to assure the safety of learners.

Quality of teaching, learning and assessment   is good

- Tutors inspire and challenge their learners, who are well motivated, enjoy their learning and work with concentration and focus in lessons. Most tutors use a good range of activities and carefully crafted resources that interest learners and enrich their understanding of key topics. As a consequence most learners develop good knowledge and skills and make good progress.
- Learners make good progress in developing their English skills. Tutors engage learners in meaningful discussions, helping them to develop their speaking and listening skills well. As a result, ESOL learners increase their confidence when speaking in groups, and learners of modern foreign languages courses develop a basic vocabulary enabling them to practise their speaking and listening skills. Learners develop their reading and writing skills well in vocational sessions.
- Tutors provide learners with good individual support and group coaching sessions which learners value highly. In mathematics lessons, tutors help to rapidly develop basic mathematical skills, such as calculating ratios. Mathematics is integrated well in vocational lessons. For example, ESOL learners make shopping lists and calculate the cost of a healthy meal.
- Tutors use information gathered at the start of the course on learners' prior attainment and background to provide quickly any additional support needed. In lessons for disabled learners or those with learning difficulties, additional learning support is used particularly well to help learners make swift progress. Learning support workers use a variety of successful techniques to ensure that learners can take part in and contribute to sessions. They carefully record the support given, frequently evaluate its impact on learners and work with the teacher to adjust support so that learners successfully develop their independent living skills and reduce their reliance on support.
- Tutors use a good range of techniques to assess learning, such as effective questioning techniques, quizzes and role play. Tutors' oral and written feedback is frequent and constructive; it successfully motivates learners, making it clear what they have done well and how they can improve the standard of their work. In a few cases, written feedback is too brief. Tutors do not consistently follow the policy on identifying and correcting learners' spelling and grammatical errors, slowing learners' progress.
- Learners work well individually and in small groups. Tutors encourage learners to listen to each other and respect each other's opinions and contributions to discussions. Tutors have established a culture in which learners show mutual respect and understand the importance of valuing diversity.
- In lessons, tutors promote and develop learners' understanding of diversity well, using innovative and fun activities. For example, to develop learners' understanding of hate crime against people with disabilities one subcontractor has developed a bingo activity, replacing the usual numbers with hate crime words and prompting good discussion within the group as each word is drawn.
- Most tutors rigorously apply a range of techniques to measure and validate the progress that learners on non-accredited courses are making. For a small minority of learners, tutors do not set sufficiently detailed targets for planning individual learning or measuring learners' progress. As a result these learners are unclear about the progress they are making from their starting points.

Personal development, behaviour and welfare   are good

- Learners, many from marginalised communities, develop the skills, confidence and self-esteem to make better life choices. Learners on family-learning courses are better able to support their children's development through, for example, helping them with their homework and attending parents evenings. Learners on employability programmes or attending job clubs develop good job-search skills. They learn how to write an effective curriculum vitae and present themselves well at interviews.

- Tutors provide effective advice and guidance to new learners, ensuring that they are placed on the most suitable courses. Many prospective adult learners are referred to the service as a result of close working with partnership organisations such as children's centres. During their studies, learners receive further constructive advice and guidance on their future options. As a result, over a quarter of learners have revised their intended destinations and are more ambitious about their futures. Feedback from learners confirms that they are prepared well for their chosen destinations.

- Managers have designed provision which is closely focused on identified priority groups. The needs of learners in these groups are met well, through the use of a wide range of community-based venues and through strong working with subcontractors from the voluntary sector who specialise in engaging with and supporting people with specific needs. Many of those learners in need of the greatest support refer to their experience as being 'life-changing and transformational'.

- Learners have a good understanding of how to keep themselves safe, including the use of the internet and social media. Activities within class, and resources around the buildings, support learners' understanding of the dangers from radicalisation and extremism. Accommodation is frequently checked to ensure that it provides a safe learning environment. Staff encourage learners to improve their health and well-being in appropriate ways. For example, learners with learning difficulties understand and can talk with confidence about different aspects of healthy eating, why this is important and how they have improved their eating habits.

- Learners develop a good understanding of the rights and responsibilities of living in modern Britain. Ground rules set at the start of courses establish high expectations for mutual respect and tolerance. Many learners met during the inspection confirmed that for the first time they had been able to interact with, and consequently increase their understanding of and respect for, people from different cultures.

- Attendance and punctuality are good and have improved significantly since the previous inspection. Learners come well prepared for lessons, contribute well to activities, discussions and debates, and consequently enjoy their courses.

Outcomes for learners   are good

- Learners, many with low prior achievements, make good progress while attending Lancashire Adult Learning. Few learners now leave their programmes early and retention rates have improved significantly.

- At the time of the previous inspection, the proportion of learners successfully completing and achieving their qualifications was in decline. The decline has been reversed and rapid improvement has led to the large majority of learners now being successful. Most learners in community learning complete their courses, and achieve their individual learning and personal goals.

- Learners improve their English and mathematical skills well, with most of the learners taking qualifications successfully achieving them. Learners for whom English is an additional language develop good language skills quickly, with the large majority successfully achieving their qualifications.

- The large majority of learners progress to further learning, employment and other positive destinations such as volunteering. Currently just over a third of those learners surveyed for their destinations have progressed into employment.

- There are no significant differences in the progress or achievement of groups of learners working towards qualifications. Most groups, for example ethnic groups, achieve better than the relevant national average. However, data for learners on non-accredited courses are not systematically analysed by different groupings of learners.

Provider details

Type of provider	Local authority
Age range of learners	19+
Approximate number of all learners over the previous full contract year	18,387
Principal/CEO	Amanda Melton
Website address	www.lancashire.gov.uk/adultlearning

Provider information at the time of the inspection

Main course or learning programme level	Level 1 or below		Level 2		Level 3		Level 4 and above	
	16-18	19+	16-18	19+	16-18	19+	16-18	19+
Total number of learners (excluding apprenticeships)	N/A	1,962	N/A	50	N/A	N/A	N/A	N/A

	Intermediate		Advanced		Higher	
	16-18	19+	16-18	19+	16-18	19+
Number of apprentices by apprenticeship level and age	N/A	N/A	N/A	N/A	N/A	N/A

	16-19	19+	Total
Number of traineeships	N/A	N/A	N/A

Number of learners aged 14–16	N/A

Funding received from	Skills Funding Agency (SFA

At the time of inspection the provider contracts with the following main subcontractors:

- Access Ability
- Artfull – Express Yourself
- Blackpool, Wyre and Fylde Volunteer Centre
- Calico – Furniture Matters
- Community Solutions North West
- Disability Equality North West
- Intact
- Lancashire BME Network
- Lancashire Women's Centre
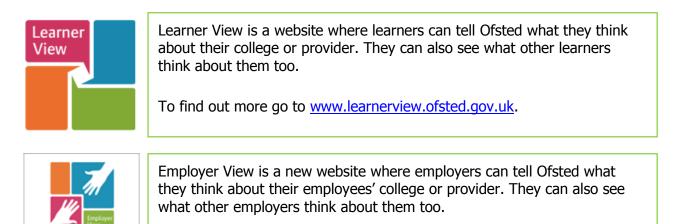- Lancaster CVS
- More Music
- UR Potential

Information about this inspection

Inspection team

Mike White, lead inspector	Her Majesty's Inspector
Shahram Safavi	Her Majesty's Inspector
Jean Webb	Ofsted Inspector
Heather Hartmann	Ofsted Inspector
Maggie Fobister	Ofsted Inspector

The above team was assisted by the associate principal of quality, resources and learning support services, as nominee, and carried out the inspection at short notice. Inspectors took account of the provider's most recent self-assessment report and development plans, and the previous inspection report. Inspectors used group and individual interviews, telephone calls and online questionnaires to gather the views of students and employers; these views are reflected within the report. They observed learning sessions, assessments and progress reviews. The inspection took into account all relevant provision at the provider.

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