

## **Lancashire County Council**

### **Cabinet Committee on Performance Improvement**

**Minutes of the Meeting held on Tuesday, 25th October, 2016 at 10.00 am in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston**

#### **Present:**

County Councillor Jennifer Mein (Chair)

#### **County Councillors**

D Borrow  
G Driver

M Brindle

#### **1. Apologies for Absence**

Apologies were received from County Councillor Winlow.

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

None.

#### **3. Minutes of the Meeting held on 25 July 2016**

**Resolved:** - That the minutes of the meeting held on 25<sup>th</sup> July 2016 be confirmed and signed by the Chair.

#### **4. BTLS Service Governance and Performance Monitoring Report**

Lisa Kitto, Director of Corporate Services and Mark Mayer, Chief Operating Officer BT Lancashire Services Ltd attended and presented a report on the Service Governance and Performance Monitoring of the County Council's strategic partnership with BT, covering April to August 2016.

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

Members were advised that the report also included the wider approach adopted to ensure the ICT and Payroll and Recruitment services support the organisation and contribute to the strategic priorities and objectives of the County Council.

The key achievements and areas of focus were noted and included:

- All contractual and non-contractual performance targets for Payroll and Recruitment and ICT services were met between March and August 2016.
- The Disclosure and Barring Service (DBS) was due to introduce an online application process in November 2016, which would allow applicants to apply and submit their application online to Recruitment services, before

being sent to DBS for processing. The project should have significant benefits for the service and applicants.

- The 'Asset Management System' project consists of four interrelated projects delivering market leading solutions for Property Asset Management, Project and Programme Management Systems and Highways Asset Management Systems. The Property Asset Management System and Program and Project Management Systems were made live on 1<sup>st</sup> July 2016. The Highways Asset Management System was in user acceptance testing and is moving towards go live in February 2017.
- In response to the Ofsted inspection in September 2015 when concerns were raised about the Liquid Logic system and its ability to produce reliable information on which decision making could be based, a working group 'Project Accuracy' was established. Due to the outcome of the work, the recent Ofsted follow-up inspection had noted significant improvements in data quality.
- The roll out of ICT equipment and modern telephony to social work staff had been completed and feedback was good. Training was being provided and monitoring was underway to ensure staff were using the new equipment to its full potential.
- Phase 1 of the new telephony platform for the Customer Access Service went live on 27<sup>th</sup> September 2016. Phase 2 was underway and would add the functionality.
- The new mobile phone contract had been renegotiated, with an expected saving of around £350,000 per annum.
- Customer feedback for the payroll and recruitment service demonstrated increased satisfaction with the service overall.

A BTLS Staffing update was presented and it was reported that BTLS continually strive to ensure staff feel valued, respected, involved and informed in the direction of the business and various mechanisms have been engaged to assist this, including:

- Annual staff events and an annual staff survey. The staff survey had achieved a 76% response rate (target 75%) and the results were being analysed. Once analysed the detailed results would be presented to the Cabinet Committee in December.
- Both corporate and service specific training was continuing, including training around Oracle, Liquid Logic and the Pioneers leadership training programme for managers.
- Three Manager Bulletins communicated health and safety, resource management and training and development information to staff.
- Various Info Bite sessions had been well attended.

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

## **5. Risk and Opportunity Register**

Paul Bond, Head of Legal and Democratic Services attended and presented an updated (Quarter 2) Risk and Opportunity Register for the committee to consider and comment upon.

The updated Quarter 2 Risk and Opportunity Register was included as Appendix 'A'.

It was explained that due to the last meeting of the Cabinet Committee on Performance Improvement being cancelled, the Risk and Opportunity Register was presented to Audit and Governance Committee on 26<sup>th</sup> September 2016 and Full Council on 13<sup>th</sup> October 2016.

There were no deletions or additions to this quarter's register, however it was reported that "The operational failure in the main computer suite" had been added to risk CR12 – Inability to implement/maintain systems that produce effective management information.

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

## **6. Quarterly Corporate Performance Monitoring Report - Quarter 1 2016/17**

Donna Talbot, Head of Business Intelligence and Michael Walder, Information, Intelligence, Quality and Performance Manager, attended and presented a report setting out details of the corporate performance monitoring report for the 1<sup>st</sup> Quarter (Q1) of 2016/17 (April to June).

It was reported that quarterly Quality of Service reports against the themes of Start Well, Live Well and Age Well, along with Highlight Reports for Development & Corporate Services and Commissioning, Governance, Finance & Public Services have been produced for Q1 , giving an overview of performance against agreed headings and parameters.

An overview of the Q1 budget position was provided at Appendix 'A' so that 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 these reports going forward.

The key highlights were noted and included:

Start Well:

- It is taking less time for children to be matched with an adoptive family following court authority from 272 days (Q4 15/16) to 237 days (Q1 16/17), a decrease in 35 days (year to end of August 217 days).

- It is taking less time between a child entering care and moving in with their adoptive family, from 540 days (Q4 15/16) to 485 days (Q1 16/17), a decrease of 55 days (year to end of August 451 days). During Q1 2016/17, 55% of children waited less than 16 months between entering care and moving in with their adoptive family in Lancashire which was an improvement on the previous quarter (53%). For the year to August this has improved further to 63% and is higher than the 2015 national (47%), regional (45%), and statistical neighbour performance (44.2%).
- Lancashire Youth Offending Team (LYOT) remains in the second quartile for First Time Entrants with a slight decrease in the rate per 100,000 from 307 (Q4 2015/16) to 293 (Q1 2016/17).
- 94.5% of Lancashire primary schools were judged as good or outstanding and this was higher than the national average (88.5%). 24 of 480 were not rated as good or outstanding.

#### Live Well:

- The number of Libraries' book issues decreased in Q1 2016/17 (1,138,090) and is lower than the same period of 2015/16 (1,192,527). The number of Library E-Book loans has gone up from last year being 34,863 in Q1 of 2016/17, (28,522 in Q4 2015/16) and 23,803 in Q1 of 2015/16.

A detailed road safety report is scheduled for the next meeting in December.

- In Q1, the number of NHS health checks completed dropped (10,969) compared to previous quarters (12,498 in Q4 2015/16 and 11,588 in Q1 2015/16). A more detailed analysis to be included in the next Quarterly Corporate Performance Monitoring Report.

#### Age Well:

- Reablement work has been undertaken within a team in Burnley to better understand how the service should develop to meet increasing demand and complexity of people using the service, whilst reducing the amount of longer term support people need after a significant event such as a hospital admission. The time to reable was reduced by 43% within this team, whilst the cost of longer term support people needed at the end of the period of reablement decreased on average by £20 per person, and 78% of people needing no formal long term support at the end of the period of reablement. This learning will lead to re-designing the service across Lancashire.
- A new approach to social care assessment waiting times is ongoing with Newton Europe, following development in East Lancashire. In the East from 775 at the beginning of June 2016 to 336 at the end of July – the number of people waiting for assessment has reduced by 439, at the same time as responding to incoming new work.
- Of the 344 Lancashire Care Homes inspected by the Care Quality Commission (CQC), 226 (65.7%) achieved an overall rating of good or outstanding. Overall 110 (32%) were rated as requiring improvement and

8 (2.3%) were rated as inadequate. This compares with a national figure of 62% of care homes rated good or outstanding.

- Of the 106 Lancashire Community Care Services inspected by CQC, 80 (75.5%) achieved an overall rating of good or outstanding. Overall 24 (22.6%) were rated as requiring improvement and 2 (1.9%) were rated as inadequate. This compares with a national figure of 72% of community care services rated as good or outstanding.

Richard Cooke, Health Equity, Welfare and Partnerships attended and presented the Ofsted Post Inspection update presented at Appendix 'B', including the actions put in place and developed since the last report to Cabinet Committee in July 2016.

Members noted the main points:

- To date more than 133 additional permanent posts have been recruited to, including social workers, team managers and independent reviewing officers.
- Work was launched in October, initially in Fylde and Wyre, to focus on how new ways of working and improvement related projects are related are effectively implemented on an area footprint to enable quality and consistency of practice.
- Skylakes would continue to provide additional capacity by taking on new work and assessments for children's social care until January 2017.
- Interviews for the Director of Children's Services will take place in November, with Linda Clegg continuing in the role until the new appointment.
- Ofsted carried out its quarterly monitoring inspection in September 2016 and spent two days assessing the progress the County Council, with its partners, is making in relation to care leavers, children in need cases and those subject to child protection plans. The inspectors recognised the increased "pace of positive change" the County Council is making and that "expected progress" was being made, but that this progress needed to be sustained.
- Feedback of the findings from the Peer Review would be provided on 9<sup>th</sup> November and it was expected that this would mirror the Ofsted findings.
- The first DfE review has taken place and the outcome would be a formal report to ministers that appraises the progress being made and identifies future focus.
- Project Accuracy was developed to increase the accuracy of the data in management reports. There was growing confidence around data and how it can inform decision making.
- The implementation of the Risk Sensible Model will improve the skills and confidence of staff in identifying risk and making appropriate decisions about how risk is managed. Training on the Model was being rolled out across children's social care. Partner organisations are also interested in understanding and practicing in line with the risk sensible approach and funding has been agreed by the Lancashire Safeguarding Children Board to facilitate this.

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

**7. Urgent Business**

There was no urgent business.

**8. Date of Next Meeting**

It was noted that the next meeting of the Committee would be held on Monday 5th December 2016 at 2.00pm in Cabinet Room B – The Diamond Jubilee Room.

I Young  
Director of Governance, Finance  
and Public Services

County Hall  
Preston