

## Cabinet Committee on Performance Improvement

Meeting to be held on Tuesday, 27 June 2017

### Report of the Chief Executive

Part I

Electoral Division affected:  
All

### Quarterly Corporate Performance Monitoring Report – Quarter 4 2016/17

(Appendices 'A' and 'B' refer)

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#### Executive Summary

This Corporate Performance Monitoring Report is derived from the in-depth monitoring reports and provides an overview of performance activity across the Council. Set out on the following pages is an overview of performance for quarter 4 2016/17 (January – March 2017)

An overview of the Quarter 4 budget position is also provided at Appendix 'A' so performance can be viewed within the associated financial context.

In addition as part of this quarterly Corporate Performance Monitoring report, the latest post (safeguarding) Children's Service Ofsted inspection update has been attached at Appendix 'B' and updates will continue to feature in these reports going forward.

#### Recommendation

CCPI is requested to comment on the reported performance for Quarter 4 and the Ofsted post inspection update information provided.

### Background and Advice

Regular corporate monitoring of performance across the authority as a whole includes the production of quarterly reports and analysis of corporate performance. Quarterly Quality of Service reports against the themes of Start Well, Live Well and Age Well have been produced for each quarter of 2016/17, giving an overview of performance against agreed headings and parameters.

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

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

Monitoring of these Quarter 4 (Q4) reports and the associated performance indicators within them has been used to provide this report.

## **Performance Summary**

### **Start Well**

Areas requiring improvement are:

- The proportion of newly qualified social workers remains high at 44.9% (the current target of approximately 25% newly qualified being 'good' is being reviewed in line with workforce projections).
- The proportion of cases audited rated as good or outstanding, has improved slightly from 13% to 15%, and a target has been set to reduce the number of audit ratings deemed as inadequate in 2017/18 (good being less than 10%).
- 85.8% of school age children looked after have a personal education plan (PEP), (up from 72% in December 2016) with 70.8% up to date. However this still requires improvement and all PEPs will need updating during the summer term to qualify as being as up to date.
- The number of child protection plans has reduced significantly (1394 compared to quarter 3, 1631), the rate (56.8 per 10,000 population) is still too high and further reductions are needed.
- The number of children looked after continues to increase and at the end of March was 1864.

Areas that are showing improved performance are:

- Performance in relation to timeliness of Strategy Discussions has improved during Quarter 4 and in comparison to the previous quarter, with 59% held within 24 hours in December (Inadequate threshold category) to 84% in March, (Good threshold category).
- The proportion of case work supervision completed in the last 3 months is now 90% and within the 'good' target threshold.
- The average caseload of experienced social workers is 24.3 and classed as 'good'
- The average caseload of Independent Reviewing Officers has increased slightly (75.3) but is still 'good'.
- It is taking less time for children to be matched with an adoptive family following court authority (193 days in Q4 compared to 397 in Q3).
- It is also taking less time for a child to move in with their adoptive family (445 days Q4 from 730 days Q3). However, it will take time for these improvements to impact upon the national '3-year average' local authority adoption scorecard published annually.

Also to note:

- Attainment of children looked after remained similar to comparator groups (2015/16 data). The proportion of looked after children reaching the expected standard in Reading, Writing and Maths (24.0%) at Key Stage 2 remained close to the national (25.0%), regional (26.0%) and the statistical neighbour (24.0%) performance. The average attainment 8 score of looked after children (22.0) at GCSE was also close to the national (22.8), regional (22.9) and the statistical neighbour (23.5) performance.
- Provisional data released by Ofsted for March 2017 shows there are still two primary but now four secondary schools in Lancashire judged as Inadequate.

## **Live Well**

### *Community Services*

- Highways set a target of repairing all actionable carriageway and footway defects within 20 working days. The full year position showed 97% of defects fixed within 20 days (74,784 fixed in 20 days of 76,767 reported) which compares to 94% last year (53,206 fixed of 56,598 reported). This highlights an increase in the % fixed in 20 day performance alongside a large increase in the number of defects being both reported and fixed.
- In Q4 Highways received 18,743 PEMs (Public Enquiry Management system) requests an increase of 47% on Q3. The service completed 11,808 PEMs within 20 working days (63%).
- Overall, Q4 performance for all street lighting faults (4.60 days - which is made up of 2.38 days for those excluding traffic management and 10.78 days for those including traffic management) is similar compared to Q3 2016/17 (4.65 days) and within the 5 day target (average repair time).
- The diversion of municipal waste away from landfill by recovery, recycling, reuse and composting is forecast for 2016/17 to be 49% with landfill of 51%. The rate achieved in 2015/16 was 71% diversion with 29% landfill.
- The number of Library E-Book loans (downloads) has gone up again from being 28,522 at Q4 of 2015/16 to 46,985 in Q4 of 2016/17 also an increase from Q3 2016/17 (40,516). The full year 2016/17 figure of 162,384 loans is significantly up on last year's figure (105,673) and above the target set for 2016/17 (146,595).
- The number of visits to Libraries is up in Q4 (by 44,783) compared to Q3 but substantially lower than Q4 last year (down by 186,022). Visitors for the full year 2016/17 are 673,206, down compared to last year (4,007,475 against 4,680,681).
- The number of visits to Museums has gone down significantly, from 70,861 visitors in Q1 16/17 to 40,675 in Q4 16/17 which is also a drop on the Q4

2015/16 numbers of 46,802. Some museums have been closed during recent quarters.

### *Public Health*

#### Areas for improvement:

- The DTaP/IPV/Hib vaccine protects babies against five different diseases: diphtheria; tetanus; whooping cough; polio; and Hib. The proportion immunised has been decreasing in Lancashire since 2013/14 when 92.7% were immunised. Q3 2016/17 show that 87.4% were immunised – the national rate has remained at approx.93.5%. To address this in Lancashire NHS England (NHSE) are liaising with child health and local data quality teams to understand if there were any issues with data transfer, data input or if GP practices were not reporting immunisation activity.
- 3.4% of young people aged 16-17 were not in education, employment or training (NEET) in March 2017. A further 5.2% were 'unknown' in March, although this was an improvement on the previous quarter due to ongoing 'follow up' activity. The target is to have fewer than 3.1% of young people NEET and fewer than 5% unknown.

#### Areas performing well or showing improved performance:

- The number of successful completions of drug treatment for Opiate use latest figure reported of 10.16% (Year to end of February 17) continues the positive performance trend, which is greater than the England benchmark of 6.65%.
- Lancashire's proportion of successful completions of drug treatment for non-Opiate use latest figure of 56.94% (Year to end of February 17) is higher than the England Benchmark (36.87%) for the same period.
- The NHS health check programme has been running since 2013/14 and the number completed has been steadily increasing. Up to January 2017, 63.5% of the eligible population of 353,760 in Lancashire have been offered a health check with 136,588 health checks completed (60.8% of those offered one). This compares with national figures of 69.7% offered and 48.5% completed and North West figures of 67.1% and 52.5%.
- The latest (provisional) killed or seriously injured statistics (KSI) show a reduction in both KSI and slight casualties in 2016 compared to the 2 previous years. In 2016 there were 431 casualties for children (compared to 452 in 2015) and child KSIs reduced from 88 to 74.

### **Age Well**

#### Areas for improvement or to monitor closely:

- Activity levels in Q4 are up significantly compared to Q3 in terms of new contacts (up 4% to 10,031) and referrals (up 8.2% to 9,421), including at hospital (up 8.8% to 5,105) which is partly due to seasonal variation. The long term trend shows an increase number of requests for social care

assessments, which is a concern in terms of demand management and pressures on systems and workforce capacity.

- Waits for occupational therapy (OT) assessments are still often excessive and are not always easy to track. It is a priority to establish more capacity and a more robustly managed OT workforce to address these concerns.
- Employment of adults with learning disabilities has shown some improvement in Q4 compared to last quarter (2% against 1.3%) but in the context of the other competing pressures on frontline staff this is proving difficult to move forward significantly.
- The increased rate of admissions of people over 65 years into care homes (now 756 per 100,000 population) is an area of major concern; although the Passport to Independence programme is specifically targeting residential admissions from hospitals which should effect a turnaround going forward.
- Another major concern is the rising trend in delayed transfers of care (those attributed to social care have risen from 4.5 to 5.8 per 100,000 population during Q4). There is a mix of causes and data recording practices is a part of it; in particular, the number of delayed discharges attributable to social care in Lancashire Teaching Hospitals NHS Foundation Trust has been historically under-reported, and there has been a particularly steep rise in delays reported in Q4 in Central Lancashire as the recording practice has changed. This is another area of significant financial and strategic impact and we are working with partners, through the Passport to Independence programme to achieve an effective turnaround of performance.

Areas performing well or showing improved performance:

- 25% of people receiving social care support in the community are now purchasing that support using direct payments, this is slightly lower than the national average, but is improving steadily.
- Reablement performance continues to improve, driven by the Passport to Independence Programme. 979 older people received reablement services after discharge from hospital in Q4; and latest figures show that 83.4% were at home 91 days after discharge.
- Review activity rose in Q4 by 21.7% as 7163 reviews were completed in the quarter (compared to 5885 in the previous quarter). From September 2014 to December 2016 the average number of reviews completed each month was 1936; however for Q4 2016/17 this rose to 2387 per month, primarily as a result of activity relating to promoting independence.
- Support to carers has increased via significantly more assessments and the award of more direct payments, rising quarter on quarter with a 14.9% increase in the number of carers receiving a direct payment at the end of March 2017, compared to the end of December 2016 (4070 to 4676).

## **Highlight Reports**

### **Development and Corporate Services**

(Including Core Systems Transformation, Facilities Management, Human Resources, Economic Development, City Deal Programme, Design & Construction, Estates, Planning & Environment, Programme Office, and Skills, Learning & Development)

During Quarter 4:

- 8 Rosebud loans totalling £1.61m and 6 Micro Rosebud loans totalling £202,000 had been invested, against a target of £1.6m for 2016/17.
- 24 businesses were supported by Access to Finance (380 businesses supported in 2016/17).
- The Estates team had achieved £9.6m of capital receipts and the rental income on the commercial property portfolio was £3.49m against annual targets of £5.0m and £3.46m respectively.
- 10 County Matter minerals and waste (i.e. major) applications were determined, of which 5 (50%) received a decision within the 13 week decision period. Of the remainder, 4 applications were determined within an agreed time extension.
- The Employment and Support Team are currently supporting 110 Children Looked After/Leaving care young people (in various ways appropriate to the individual circumstances). For example some are engaging in initial taster days with employees whilst 68 have started a placement and 26 have progressed to paid employment during 2016/17
- 130 newly qualified social workers are currently undertaking their Assisted and Supported Year of Employment (ASYE) and are being supported across both Adult and Children's Services, with a further 100 social work students also on placement.

### **Commissioning, Governance, Finance & Public services**

(Including Asset Management, Business Intelligence, Commissioning, Procurement, Exchequer Services, and Legal & Democratic Services)

This Highlight report predominately focuses on key project updates including:

- The Department for Transport (DfT) Self-Assessment was submitted on 3 February with LCC at band 3 (the highest rating) allowing the authority to claim its full share of the maintenance funding. This has now been confirmed and the Incentive Fund of £1.97m has been awarded to the Authority.
- A new Access to Resources Team (ART) has been established within Policy Information and Commissioning which brings together commissioning, contracts and procurement resource to more effectively source children looked after (CLA). Since being established on 20 February 2017, the team

has undertaken an average of 52 placement searches per week. The new processes of searching for in-house and agency placements at the same time has significantly reduced the number of emergency agency placements required (from 55% to 34% - up to 31 March 2017), therefore increasing the likelihood of securing suitable placements

Performance information and data for Exchequer Services, who have created a range of performance indicators that indicate the volumes and values of transactional data within its various service areas, shows:

- Care debt over 6 months ran at a stable level for quarter 4 - just above £11.9m. This is an increase of £500k over the previous quarter reflecting, in part, some temporary staffing capacity issues.
- Corporate debt levels are less of an issue than care debt, however temporary staffing capacity issues also existed here in quarter 4 and contributed to the increase of £600k over the previous quarter. NHS joint funded packages also continue to be an important facet of this debt equation with resource being dedicated to billing smarter to avoid unnecessary debt build up.
- LCC payments performance remains stable quarter on quarter.

## **Consultations**

Members of Management Team(s) have previously received the information in this report.

## **Implications:**

This item has the following implications, as indicated:

## **Risk management**

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

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

### **List of Background Papers**

Paper	Date	Contact/Directorate/Tel
Report to the Cabinet Committee on Performance Improvement – Quarterly Corporate Performance -Quarter 1 2016/17 Report	5 December 2016	Michael Walder, Business Intelligence Team, 01772 533637

Report to the Cabinet  
Committee on  
Performance  
Improvement –  
Quarterly  
Corporate Performance  
-Quarter 2 2016/17  
Report

25 October 2016

Michael Walder,  
Business Intelligence  
Team, 01772 533637

Report to the Cabinet  
Committee on  
Performance  
Improvement –  
Quarterly  
Corporate Performance  
-Quarter 3 2016/17  
Report

7 March 2017

Michael Walder,  
Business Intelligence  
Team, 01772 533637



## APPENDIX A

### Financial Summary

The table below shows net expenditure compared to budget for 2016/17 across the County Council's services:

Ref	Service Area	Approved Budget £m	Current Period Forecast Outturn £m	Current Period Forecast Variance £m	Current Period Forecast Variance %
3.1	ADULT SERVICES	317.674	322.015	4.341	1%
3.2	CHILDREN'S SERVICES	119.421	132.428	13.007	11%
3.3	COMMUNITY SERVICES	134.239	136.389	2.150	2%
3.4	PUBLIC HEALTH & WELLBEING	28.860	24.661	-4.200	-15%
3.5	DEVELOPMENT AND CORPORATE SERVICES	35.574	34.690	-0.885	-2%
3.6	COMMISSIONING	46.649	42.470	-4.179	-9%
3.7	CHIEF EXECUTIVE	30.603	0.826	-29.777	-97%
	<b>TOTAL</b>	<b>713.020</b>	<b>693.479</b>	<b>-19.542</b>	<b>-3%</b>

The outturn position for the County Council has improved since the report to Cabinet in January with an under spend of £19.542m being reported at 31 March 2017.

It is important to recognise that the forecast variance includes the impact of additional income arising from Treasury Management activities, with a surplus of c. £23m achieved in this area. This, in great part, reflects opportunities in response to external events post Brexit and is an extremely positive position, however without these gains the County Council would be forecasting an overspend of £3.883m across service budgets. Therefore, it is critical to note that there remains an underlying pressure within the forecast from service budgets. It is not anticipated that Treasury Management will provide a significant surplus in future years as there will be a reduced portfolio and a more volatile economic environment affecting the likelihood of significant gains and more so leading to a risk of losses.

## APPENDIX B

## **Ofsted Post Inspection Update**

### **Background and Advice**

Ofsted carried out an unannounced inspection of Children's Services which commenced on 14 September 2015 and which lasted for four weeks.

The inspection focused on the experiences and progress of children in need of help and protection, children looked after and care leavers. It also included looking at the effectiveness of our services and arrangements to help these children, including adoption and fostering. Ofsted also carried out a review of the effectiveness of the Lancashire Safeguarding Children Board (LCSB) at the same time.

Ofsted published its report on Friday 27 November 2015 rating the overall effectiveness of the Children's Services as inadequate. The judgement for the LCSB was good.

### **Actions taken since the last CCPI**

A number of actions have been put in place and developed since the last report to CCPI on 7<sup>th</sup> March 2017:

**Permanent Director of Children's Services Appointment** – Amanda Hatton has now been in post since February 2017 and Linda Clegg continued in her role in Lancashire to the end of March to ensure a seamless transition of responsibilities. Linda is now working one day week in Lancashire to provide additional leadership capacity.

**12 Week Improvement Plan** - this is an approach to focus on short term priorities delivered at pace. The third 12 week plan was agreed by the Improvement Board in February and was focussed on Child in Need; MASH/CART redesign; Practice Improvement Model; Workforce and Early Help and how now been delivered. A new set of short term priorities have now been agreed and these have been informed by the outcome of the last Ofsted monitoring inspection and in particular some of challenges identified in how we support children who are Looked After.

**Inspection and review** – the third Ofsted Monitoring Inspection took place on the 12 and 13 April and the focus for this visit was Children Looked After, care leavers and children in residential settings. Ordinarily, the outcome for this inspection would be published in mid-May although this is now a little unclear given the announcement of national elections and the accompanying period of purdah. The DfE six month review also took place on the 25 and 27 April and Tony Crane, with civil servants from the DfE, facilitated a number of staff and partners focus groups, interviewed senior officers and reviewed case files. A formal report will be produced from this review, but again, it is not clear when this will be released because of Purdah.

**Participation and recognition** – there is a strong focus on young people actively participating in the decisions, support and services that affect them. Recently this work has been recognised at a number of regional and national award ceremonies:

1. **PROUD Awards** – this annual celebration/recognition event was held on 3 March 2017 for Children Looked After and Care Leavers who received awards for their achievements from the Chief Executive, elected members and senior leaders.
2. **LINX (Children in Our Care Council)** – have recently inspected Grange Avenue and Eden Bridge and also the central fostering team. Through LINX the young inspectors have also been involved in CSE week, inspected a real CSE case and reported back to the police their findings.
3. **Participation awards** – children and young people supported by the county council have won three of the four awards on offer at the national British Youth Council Awards. The Inspiring Project Award – won jointly by the Fostering and Adoption team and the Children with Disabilities Council; the Make a Difference Award - won by Will Rainford and the Youth-led Award – won by LINX, the Children in Care Council.
4. **Diana Award** - 20 members of LINX and POWAR were awarded a prestigious Diana award for their work in the community with Young Inspectors. The group was recognised for their commitment to making a change for the better in organisations that provide a service to children and young people in care and/or with SEND.

**Workforce Strategy** – at the April 2017 Improvement Board a two year workforce strategy was agreed. Within this, a number of developments will be progressed including the establishment of a social work academy, a health and wellbeing strategy, improved support and training for managers and clear career pathways. The areas of Fylde, Wyre and Lancaster will provide a specific focus for this work given the particular recruitment and retention difficulties in the north of the county. A comprehensive performance dashboard is being established and targets set that will be monitored through the Operational Improvement Group.

**Aide Memoires**– the Operational Improvement Group produced a guide to some of the core tasks that social workers undertake. The purpose of the guide was to describe these tasks in a simple and straight forward way but also to articulate why these tasks are undertaken. The original intention was that the aide memoires would be a useful reference tool for newly qualified social workers but they have also proved useful for partners to understand social work practice and have been shared through the LSCB and incorporated into the schools safeguarding training programme. Use this link to access a copy of the [Aide Memoires](#)

**Child Sexual Exploitation** – the support provided to children at risk of sexual exploitation has been reviewed and through this some areas for improvement were identified. As a result a new approach has been implemented for working with these vulnerable children that is based on national research, inspection findings and effective practice in other local authorities. A multi-agency action plan has been agreed through the LSCB to drive forward improvements and the county council has invested an additional 19 new posts to support this plan.

**Caseloads** - all parts of the social care workforce have shown reducing caseloads over the last few months. The average caseloads across Lancashire are now within the agreed thresholds that have been set by the Improvement Board as 'good' or 'outstanding'. Although it is worth noting that there is some variability within these

average numbers and some teams in some parts of the county still have caseloads that are higher than we would like.

**Front door** – an additional seven qualified social workers began working in CART in January 2017 to focus on 0 – 10 day statutory assessments. Further to this, a temporary resource of three qualified social workers and one business support officer has recently been agreed to address some issues at the front door regarding some cases experiencing delay and some cases not being appropriately signposted. Data has shown a marked improvement in how quickly assessments are being turned around and that this is leading to more timely interventions for vulnerable children.

**Communication and engagement** – a third round of staff briefings has just taken place and this provided the opportunity for over 300 members of staff to meet with Amanda Hatton and for her to set out her priorities for children's services moving forward. Amanda is also looking to develop a range of ways of ensuring an ongoing dialogue between staff and herself and as part of this has just started a weekly blog. This blog will describe what Amanda has been doing, who she has been meeting and share information and key messages. The blog will go out to all staff in children's services on a weekly basis.

**Audit Framework** – work continues to embed across children's social care the audit tools that were developed in June 2016 and a particular focus has been on 'closing the loop' through weekly reporting via an audit tracker. The audit framework has now also been rolled out across the SEND service with a revised tool developed, staff trained and a first cycle of full audits took place across the service in March 2017. An implementation schedule has also been agreed to roll the framework out across fostering and adoption services and the first set of audits in this service area will take place in June 2017.

**Improvement Performance subgroup** – this multi-agency sub group of the Improvement Board continues to meet on a monthly basis to analyse and scrutinise key performance data. The group has recently agreed the following set of themes for future focus and the Improvement Board dashboard has been refreshed and re-framed around these new themes. These themes include: Early Action/Early Help; Front Door – MASH/CART; Practice thresholds; Sufficiency/Adoption / Permanence; and Workforce.

**Practice Improvement Model (PIM)** – the PIM is an opportunity to 'test out' new processes, systems and ways of working to improve outcomes for children and families in Fylde and Wyre. There are five areas in the PIM Project Plan: Improving and embedding quality practice; Management and staffing; Keeping services local; Working in partnership, and Improving systems and processes. A full evaluation of the PIM is now underway, identifying the learning and impact from the development of new ways of working. Following this evaluation, a clear plan will then be developed that describes how the key developments and learning from the PIM can be embedded across the rest of the county. It is expected that this roll-out begins in early June.