

Cabinet Committee on Performance Improvement
Meeting to be held on Tuesday, 12 September 2017

Report of the Chief Executive

Part I

Electoral Divisions affected:
All

Quarterly Corporate Performance Monitoring Report – Quarter 1 2017/18
(Appendix 'A' refers)

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Executive Summary

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, along with Highlight Reports for Development & Corporate Services and Commissioning, Governance, Finance & Public Services have been produced for the first quarter of 2017/18, giving details of performance across the organisation.

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 1 2017/18 (April – June 2017)

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 'A' and updates will continue to feature in these reports going forward.

Recommendation

CCPI is asked to comment on the reported performance for quarter 1 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 quarter one of 2017/18, 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 1 (Q1) reports and the associated performance indicators within them has been used to provide this report.

Performance Summary

Start Well

Areas requiring improvement are:

- The number (1,875) of Children Looked After (CLA) at the end of quarter one was the highest ever recorded for the Authority. The CLA rate (76.4) remains Inadequate. The Lancashire (76.4) rate was significantly higher than the national (60.0) and statistical neighbour (63.0) rates, but lower than the regional rate (82.0)

The challenge within the "Children in Our Care" (CIOC) teams is to identify and exit children from the care system in a timely manner. A number of initiatives will help address this including: the Plans for PAUSE (working with women at risk of repeat removals of children from their care), the expansion of the residential outreach service; work on the tighter use of the Public Law Outline, ensuring risk is managed at the appropriate level and a focus on effective permanence planning.

- The monthly re-referral rate moved down to the Requires Improvement category at the end of June (21.9%), following two months in the Good banding (April 17.5%, May 16.4%) during the quarter.

The monthly re-referrals average in quarter one 2017/18 was 18.6%. The monthly re-referrals average for 2016/17 was 17.1%, a percentage point increase of 4.9% on the previous year (12.2%). The re-referral rate fluctuates across the county and higher rates are most prevalent in teams that have experienced gaps in staffing and management, or higher staff sickness rates.

- The proportion of care leavers in employment, education or training (EET) reduced to 43% and dropped into the Requires Improvement threshold category from Q4 figure of 48.4%. However at this time of the year there are

many children and young people awaiting results and considering future options hence the figure tends to drop.

- Recently published data from the Department for Education (DfE) suggests the exclusion rate for Lancashire schools was 0.18%, which is higher than the national (0.08%), regional (0.11%), and statistical neighbour averages (0.09%). Some caution has to be used when comparing the national statistics for permanent exclusions due to variations in practice across LAs - some do not record as permanent exclusions pupils who are placed in alternative provision but removed from their mainstream school roll. This practice is not followed in Lancashire.

Following a review of secondary alternative provision as offered by the seven secondary Pupil Referral Units (PRUs) across the county, working groups are now in place for each district, comprising of mainstream schools, special school and PRU senior leaders, to agree a model for each area to support prevention of permanent exclusions.

Areas that are showing improved performance are:

- The number of children with child protection plans (CPPs) decreased to 1,288 from 1,394 in quarter four. The Lancashire CPP rate (52.5 per 10,000) moved up to the Requires Improvement threshold category and was an improvement on the position at the end of quarter one 2016/17 (1,595 or 65.2 per 10,000 and rated Inadequate).
- 91.0% of school aged CLA had a Personal Education Plan (PEP) at the end of quarter one continuing the improving performance from Q4 (89.4%). As a result, Lancashire moved up to the Good threshold category against this indicator.
- At the end of quarter one, the proportions of care leavers in suitable accommodation (91.3%) and care leavers contacted in the last three months (95.8%) remained stable and both were in the Good threshold category.
- The average caseload for all social workers (20.0) remained in the Good threshold category and this was the same position for the average caseloads of Independent Reviewing Officers (73.2).
- Ministry of Justice data suggests there were fewer first time entrants to the youth justice system within Lancashire. Lancashire remain positioned in the Outstanding threshold category (and in the upper quartile nationally) against this indicator.
- Recent internal data suggests that it is taking less time for children to be matched with an adoptive family following court authority from 193 days (Q4 16/17) to 173 days (Q1 17/18), which represents a decrease of 20 days.

Also to note:

- During quarter one, there were 19 adoptions, 112 children awaiting adoption, with no adoption breakdowns.
- As at the end of June 2017, no Child Minder settings, Children's Homes and Children's Centres in Lancashire were rated as Inadequate.
- Data released by Ofsted for July 2017 shows there is one primary and four secondary schools in Lancashire judged as Inadequate.

Live Well

Community Services

- The diversion of municipal waste away from landfill by recovery, recycling, reuse and composting is forecast for 2017/18 to be 53% with landfill of 47%. The rate achieved in 2016/17 was 49% diversion with 51% landfill.
- The number of Library E-Book loans (downloads) has gone up again from being 34,863 in Q1 of 2016/17 to 49,249 in Q1 of 2017/18 which is also an increase from Q4 2016/17 (46,985).
- The number of visits to Libraries in Q1 (845,866) is down by 94,333 compared to Q4 2016/17 and is also substantially lower than Q1 last year (down by 256,242). Visitors for the full year 2016/17 are down 673,206 compared to 2015/16 (4,007,475 against 4,680,681). A number of the totals reflect library closures during recent quarters on top of the usual seasonal variations.
- The number of visits to Museums has gone down slightly, from 70,861 visitors in Q1 2016/17 to 70,140 in Q1 2017/18 but this is a significant increase on the Q4 2016/17 number of 40,675.

Public Health

Areas for improvement:

- The DTaP/IPV/Hib vaccine protects babies against five different diseases: diphtheria; tetanus; whooping cough; polio; and Hib. NHS England is responsible for the delivery of the vaccination and immunisation programme nationally. Data quality issues were identified as a problem when investigating the decline in uptake figures seen in 2015/16 in Lancashire. Action has been taken to address these data issues and whilst Q2 2016/17 figures for Lancashire (91.9%) showed an improvement in uptake, the figures for Q3 (87.4%) and Q4 (82.4%) have continued to decrease. Representatives from NHS England have been invited to a meeting of the Health Scrutiny Steering Group on 27 September 2017 to discuss uptake levels in the County.

Areas performing well or showing improved performance:

- The proportion of successful completions of drug treatment for opiate use latest figure reported of 10.17% (Year to end of March 17) continues the positive performance trend, which is better than the England benchmark of 6.63%.
- Lancashire's proportion of successful completions of drug treatment for non-opiate use latest figure of 56.86% (Year to end of March 17) is better than the England Benchmark (37.13%) for the same period.
- Over the long term of the 5 year programme (2013/14 – 2017/18), as of June 2017 76.4% of the eligible population (aged 40 – 74) have been offered a Health Check (target for all eligible people to be offer one over the 5 –year programme). Steady increases have been made to the number of NHS health checks completed since the beginning of the programme (current uptake is 59.6%). In quarter 1 of 2017/18, 23,409 NHS health checks were offered to members of the eligible population (compared to 16,167 in Q4 2016/17 and 23,373 in Q1 2016/17) and of those this quarter, 9,172 were completed (compared to 10,969 in Q1 2016/17). Low uptake this quarter is down to number of provider factors.
- In Q1 the Active Lives Healthy Weight (ALHW) services indicated 1,388 individuals across Lancashire had commenced the *Targeted Community Weight Management* (TCWM) programme showing a healthy increase on the average of 752 starters per quarter in 2016-17; 529 completed the programme an increase from 2016-17 quarterly average of 272. The *Targeted Physical Activity* (TPA) programme saw 2,169 individuals taking up TPA (2016/17 quarter average 1,331) with 1,056 completing the programme - a 43% increase.

Also to note:

- 180 additional Troubled Families payment by results claims have been identified since 338 claims were submitted to the DCLG prior to 31 March 2017. It is anticipated that this number will increase significantly over the 12 month period to 31 March 2018.

Age Well

Areas for improvement or to monitor closely:

- An area of concern is the increased annual rate of admissions of people aged over 65 years into care homes (up from 1,795 in the 12 months to 31st March 2017, compared to 1,892 in the 12 months to 30th June 2017). The Q1 outcome of 782.4 admissions per 100,000 population 65+ is also much higher than the 2016/17 Q4 outcome of 743.2, the Q3 outcome of 723.6, the Q2 outcome of 702.5 and the 2015/16 Q4 outcome of 714.7 and is now still

further from the 2015/16 national year end average of 628.2 and North West average of 712.3.

Further investigations are currently under way as part of the Passport to Independence programme to ensure we record such instances accurately and consistently in future. Much of the Passport to Independence work is already focused on reducing admissions to residential care. One of the current projects is looking at the pathway from hospital discharge to short-term care to long-term care and ensuring that sufficient reviews are in place to offer alternative solutions as appropriate.

- The rising trend in Delayed Transfers of Care (4,643 actual bed days/16.3 bed days per 10,000 population aged 18+ years for June 2017). June 2017 figures show Lancashire was 6th highest out of 16 comparator authorities (compared with 7th in May 2017) and 6th highest out of 23 NW authorities (compared with 3rd in May 2017). The June 2017 (4,643) figure represents a 30.7% increase compared to 3,553 days recorded in June 2016. In June 2017 42.1% of delays were attributable to NHS and 52.5% were attributable to social care, compared with the national figures of 54.9% and 38.0% respectively. This is now the fifth month Lancashire has shown a larger proportion of delays attributable to social care than the overall national figure.

This is a significant risk and there are a mix of causes for this increase, including data recording practices. Lancashire is investing in systems and resources to ensure that data are captured consistently to give a full understanding of causes of delay and facilitate strategic planning needed to reduce delays.

- Activity levels in Q1 are down in terms of new contacts (by 16.9% from 9,700 to 8,058) and referrals (by 6.9% from 9,440 to 8,787) although Q1 contacts into adult social care from hospitals show an increase (by 3.6% from 5,086 to 5,267). This is still a concern in terms of demand management and pressures on our systems and workforce capacity.
- Employment of adults with learning disabilities has shown no significant improvement (down by 0.7% from 2.0% to 1.3%, though these figures could be higher as they have not been subject to data cleansing exercises normally applied at year end) and in the context of the other competing pressures on frontline staff, this is proving difficult to move forward effectively.
- Waiting times for social work assessment have generally improved (up from 82.1% to 82.4% for those completed within 7 days and up from 93.8% to 94.7% for those completed within 28 days) but 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.

Areas performing well or showing improved performance:

- The number of people with personal budgets (up by 0.6% from 77.8% to 78.4%) and direct payments (up by 12.7% from 4,676 to 5,268) have been steadily rising, which is a positive trend in terms of 'personalisation'.

- Support to carers has increased via significantly more assessments (by 7.9% to 1,246) and the award of more direct payments, rising quarter on quarter.
- Reablement performance continues to improve (support plans are up by 32.7% from 1,118 to 1,484 and referrals are up by 29.0% from 1,157 to 1,492), driven by the Passport to Independence programme.

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 1:

- The Estates team achieved £2.3m of capital receipts against the 2017/18 target of £7.9m.
- 15 County Matter minerals and waste (i.e. major) applications were determined, of which 9 (60%) received a decision within the 13 week decision period. Of the remainder, 5 applications were determined within an agreed time extension.
- 10 applications for Lancashire County Council's (LCC) own Regulation 3 development were determined. 7 (70%) of these were determined within 8 weeks (there is no national standard in respect of this indicator, but 8 weeks is the standard set for district council applications of a similar scale).
- The Employment and Support Team are currently supporting 148 Children Looked After/Leaving care young people.
- 136 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 57 social work students also on placement.
- 27 businesses were supported by the Access to Finance Service (31 in Q4 2016/17 and 140 in 2016/17 – full year).
- As at the end of 2016/17, the City Deal is continuing to perform strongly against the core and supporting outputs agreed with Government including in respect of; housing over 2,600 completions (exceeding targets set at the beginning of the year) and more than 10,000 housing units have secured planning consent which is 50% of the overall housing target to be delivered; commercial sites (almost 46,000 square metres of floor space delivered to date); and jobs (the overall number to date in the City Deal area is 11,489).

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 commissioning teams working with service and finance colleagues to develop budget options for the forth coming update of the council's Medium Term Financial Strategy. A report will be presented to September Cabinet detailing a number of budget options which amount to c£47m. Further options may be presented to future Cabinet meetings, and will ultimately be reflected in the 2018/19 budget, to be agreed at Full Council in February.
- The Asset Management service continues to work with district planning authorities to seek contributions from housing developers towards new school places. In quarter 1 of 2017/18, three Section 106 agreements were sealed totalling £1,295,758.
- Continued focus on improving the placement finding process for Children's Social Care and the continued pilot of the Access to Resources Team (ART), bringing together commissioning, contracts and procurement resource to more effectively source CLA placements and ensure best value for money through improved market management. Work undertaken by the Access to ART during quarter one has resulted in placement cost savings of circa £5,385 per week through negotiations of placement fees and the sourcing of a complex fostering placements.
- Four significant procurement exercises, included in the ongoing Adults Procurement Programme:
 - *Reablement Services* (estimated annual value up to £7.5m) – the service forms part of the intermediate care services supporting the promotion of independence and faster recovery from illness.
 - *Crisis Services* (estimated annual value £2m) - a domiciliary service providing support and care for adults in their own homes when an acute situation occurs which without additional support would result in admission to hospital or residential care.
 - *Extra Care Services* (estimated annual value £2.5m) – allowing residents to continue to live independently, typically in a self-contained flat or bungalow while benefitting from personal care and support delivered in a similar manner to homecare services.
 - *Home care services – recommissioning* - over the last 18 months all home care services for older people; people with a physical disability; people with a learning disability and/or autism and people with mental health needs have been in the process of being recommissioned, as we are required to by law. The aim is to improve the quality, responsiveness and sustainability of the home care market across Lancashire. This is a large undertaking as spend is about £70 million pound per year on home care and it is intended that the new contracts will begin during November this year. The providers have now been

informed and over 7,000 people supported by Lancashire will be notified of the outcome of the exercise. There will be a changeover stage where the people supported by Lancashire are transferred to the new arrangements. Their current provider will continue to provide home care on Lancashire's behalf until at least February 2018.

Performance information and data are included 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:-

- Debt over 6 months has run at a stable level in quarter 1 of 2017/18 with Care debt levels consistent with the previous quarter (£11.9m) and Corporate debt levels replicating quarter 4, 2016/17 levels and patterns as increased billing in the last month of each quarter creates a temporary peak in both (£5.5m in March 2017 and £5.4m in June 2017). Staffing vacancies are still an issue however temporary redeployment of other team members has maintained performance.
- LCC payments performance has dipped significantly as service departments are coming to terms with the introduction of key systems (Property and Maintenance system - PAMS) and to a larger extent, the more recently introduced (Highways and Maintenance system - HAMS) for processing and paying charges. The July Key Performance Indicator for 30 day payments has returned at 80.44% demonstrating that payments performance in departments is now back on track following this period of adjustment to new systems (71.16% in June).

Consultations

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

Implications:

This item has the following implications, as indicated:

Risk management

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

List of Background Papers

Paper

Date

Contact/Tel

None

Reason for inclusion in Part II, if appropriate

N/A

Appendix A - Ofsted Post Inspection Update

The information below provides a summary of the actions and activity that have been implemented to improve services that support and protect children and young people. Given the focus through the recent Ofsted monitoring inspections in April and July this update places particular emphasis on work that has been developed to improve how we support children who are looked after and care leavers:

Strategic direction and plans

12 week improvement plan – a new 12 week improvement plan was agreed by the Improvement Board in August. The focus for this plan being MASH/Early Help, quality of practice, placement sufficiency, child sexual exploitation and the workforce. The set of short term priorities supports the development and delivery of the new overarching improvement plan, detailed below.

Improvement Plan – the next iteration of the Improvement Plan is being developed and is framed against three key areas: Prevention; Purposeful Practice; and Permanence. A draft of this new plan has already been shared with the Improvement Board, will be scrutinised by Ofsted and will go for agreement to the County Council's Cabinet in September and then will be signed off by the Improvement Board in October 2017.

Workforce

Quality of practice – advanced practitioners have delivered a series of workshops and group reflective supervision sessions across the county, emphasising the journey of the child, purposeful practice and moving from compliance to quality.

Social work academy – plans have been agreed to implement a social work academy and one of the key outcomes will be that all new social workers to Lancashire, and especially ASYE's, will participate in a robust, two week induction programme. In September the first cohort of ASYE's will go through the Academy. In addition, work is underway with the three local universities to scope the development of a knowledge share hub as part of our recruitment and retention strategy.

Being a good corporate parent – locality workshops delivered to all staff based in the Children in our Care teams and this included input from young people who also produced a video on what they expect from their parents. Ten top tips for being a good corporate parent has also been produced.

Visits – guidance on what a purposeful visit looks like has been produced and disseminated and practice standards have been amended to detail the role of unannounced visits.

Clear expectations

Practice guidance review – to ensure that the information and guidance that social workers and partners have access to is consistent and aligned. As part of this exercise, information on Tri.X has been updated and the practice standards, aide memoires and information held on the LSCB website are being refreshed.

Case file expectations – letter from the DCS to all staff re-emphasising the need to consistently get the basics right and with every child we are working with and detailing clearly what the expectations are for each case.

Supervision – refreshed the supervision policy and brought together policy and guidance information into one document and disseminated to staff and manager.

New ways of working

Care proceedings – piloting an approach in Hyndburn to take court work out of the Children in our Care team. Staff have been fully involved in this development and there will not be a need to make changes to structures. The new approach is being phased in to ensure the needs of families are being met throughout and will be fully operational by September.

Child Sexual Exploitation – developing a new approach in the central locality (then moving to county wide roll out) that increases capacity, improves preventative and multi-agency working, safely manages risk, accesses better intelligence and data and will enable the appropriate level of assessment, support and intervention.

Practice Improvement Model – plans are now being developed to take the learning from the Practice Improvement Model in Fylde and Wyre and roll this out across the county. Key areas of focus will include refreshed Child in Need pathways, improved duty system, better quality approach to contact, and development programme for first line managers. An additional head of service has been created to support this work.

Audit

Embedding audit – work continues to embed the audit framework across children's services with new tools, training and support enabling fostering and adoption to engage in the model. Likewise, the audit framework has recently been rolled out across the SEND service with two months of audit activity have already been completed.

Audit judgements - a monthly moderation process has been established to monitor the quality of audits and share findings with the auditors. Cycle of locality meetings have been established to share audit findings and moderation outcomes with managers and support the quality of auditing.

Voice and influence

Care Leavers engagement – care leavers in central Lancashire have launched a Facebook page to improve how information is shared and how services engage with care leavers. The Facebook page will be rolled out to east and north in the next few

months. Professional Personal Advisors are now also using 'whatsapp' as one way of keeping in touch with care leavers.

Staff workshops – nine district based workshops have been planned to enable the DCS to engage in detailed discussions with frontline staff. Three workshops have been delivered so far and have focussed on prevention, purposeful practice and permanence, helping to clarify expectations and ensure staff are able to influence and inform future priorities.

Additional resources

North Lancashire – the recruitment and retention of experienced staff remains a problem in Lancaster, Fylde and Wyre. A temporary social work team (one team manager and seven social workers) has been commissioned through Skylakes and has been in place in Fylde and Wyre for six months since June. Taylor Davenport are due to commence in Lancaster from 31st July for six months with senior management oversight, one team manager, one senior practitioner and six social workers. These are interim measures whilst additional staff are recruited to a county wide peripatetic team.

Senior manager – to recognise the levels of demand in the East locality an additional senior manager post has been agreed and is being recruited.

Placement sufficiency

Residential strategy – agreed by new administration and implementation is underway and includes: redesign of existing residential provision to cater for a wider breadth of complexity and need; and establishment of an Adolescent Support Unit, Extended Outreach Service and the Development of Emergency/ Crisis Provision to reduce the number of children becoming looked after. The Grange is now operating to a new model and the last inspection noted significant improvement.

Market development sessions - two provider events (Fostering and Residential) held to explore how we can work better together to address gaps in provision and achieve the best possible outcomes for our children in care. Both events were well attended and feedback has been positive and agreed actions included work to improve quality of referrals, improved communications and information sharing and a joint commitment to addressing gaps in provision.

Access to Resources Team – the ART team was established in February 2017 and has already been able to evidence a much improved approach to placement finding including a reduction in the number of emergency placements. This evidence has prompted the Chief Executive to increase the current team from 5.5 to 12 FTE. This additional resource will enable the development of improved market shaping, contract monitoring. It will also enable the continuation of the much improved intelligence of demand and gaps in provision to support more effective commissioning.

Inspection and review

Ofsted - the last two Ofsted monitoring inspections have taken place in April and July and have focussed on services for children in our care and care leavers. The formal letter detailing the outcome from the July inspection is now available and can be found using the following link [Ofsted Monitoring Inspection-July 2017-outcome letter](#). Highlights include the following:

- There is now evidence that the new arrangements are beginning to support improvements in practice as well as compliance.
- For the vast majority of children looked after, statutory requirements are completed in a timely way.
- Visits to children are taking place regularly, and children are seen alone by their social workers.
- Most social workers know the children on their caseload well and have taken time to discover their wishes and feelings.
- Social work caseloads are mostly manageable, and staff feel well supported by their managers. However, workloads for some of the newly qualified social workers are too high, both in number and in complexity.
- Supervision files and case records evidence that most staff receive regular supervision.
- Although the quality of assessments remains too variable, several good pieces of work were seen by inspectors and no assessments were deemed to be inadequate.
- All children looked after have a written care plan, and some staff have received training in the importance of purposeful planning for children.

Department for Education (DfE) - the DfE have confirmed that their next six month review will be led by Tony Crane, include senior civil servants and will take place on the 3rd and 4th November 2017.

Local Government Association Peer Review – the peer review will take place on the 16th October 2017 and involve a team of seven peer officers from other authorities undertaking a four day review of safeguarding practices and processes and the impact of these on vulnerable children. The lead peer will be a Director of Children's Services.