

## **Cabinet Committee on Performance Improvement**

Meeting to be held on Wednesday, 27 June 2018

### **Report of the Chief Executive**

**Part I**

Electoral Division affected:  
All

### **Quarterly Corporate Performance Monitoring Report – Quarter 4 2017/18**

(Appendices 'A', 'B' and 'C' refer)

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#### **Executive Summary**

This Corporate Performance Monitoring Report provides an overview of performance activity across the Council for 2017/18.

#### Highlights:

- Retention of staff in children's social care has improved, including both newly qualified staff and experienced staff choosing to remain with Lancashire.
- There are fewer first time entrants to the youth justice system and Lancashire remains lower than all comparator groups.
- Absence levels across all educational settings remains low and Lancashire is in the top quartile nationally.
- Significant progress has been made in reducing the number of delayed discharges from hospital attributable to adult social care.
- The use of reablement for older adults has continued to increase, with both improved take up and effectiveness.
- The proportion of people having health checks continues to increase and is better than the national picture.

However,

- It is taking longer to repair street lights and highways defects.
- Admissions to residential care, whilst improving, are still higher than comparator groups.
- A proportion of children's social care assessments are not completed within recommended timescales.

A Children's Services Ofsted Special Educational Needs and Disabilities inspection update has been attached at Appendix 'A' and this will be complemented by a verbal update at the meeting.

## Recommendation

The Cabinet Committee is asked to comment on the reported performance for quarter 4 and the Ofsted Special Educational Needs and Disabilities inspection update information provided.

## Performance Summary Education and Children's Services

Key for performance:

On track/good	Slightly below desired level	Requires improvement
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Performance Measure	Good is High or Low	2016/17	2017/18	England Average
<b>Children's Social Care</b>				
Number of contacts during the year	-	31,873	33,353	-
Percentage of contacts that led to a referral during the year	H	32.0%	32.2%	-
Number and rate of referrals during the year	L	9,907/403.9	10,337/419.4	548.2
Number and percentage of referrals that are re-referrals during the year	L	1,890/19.0%	1,937/19.0%	21.9%
Percentage of assessments completed during the year which took over 45 days	L	26.9%	25.0%	17.1%
Number and rate of children with a Children in Need Plan (snapshot as at 31 March)	L	1,825/74.3	1,660/67.2	-
Number and rate of children with a child protection plan (snapshot as at 31 March)	L	1,412/57.5	1,243/50.4	43.3
Percentage of children with a repeat child protection plan over last 12 months (snapshot as at 31 March)	L	5.5%	6.2%	-
Rate of Children Looked After (CLA) number/per 10,000 (snapshot as at 31 March)	L	1,842/75.0	1,968/79.7	62.0
Percentage of CLA in 3 or more placement over last 12 months	L	7.7%	7.9%	10%
Percentage of staff on Assessed and Supported Year in Employment (ASYE) (snapshot as at 31 March)	L	44.9%	27.2%	-
Percentage of staff who are experienced social workers (3+ years) (snapshot as at 31 March)	H	New measure	26.0%	-
Average caseload per social worker (snapshot as at 31 March)	L	New measure	22.0	-

Note: The figures for 2017/18 are not the final, published figures and should be treated as estimates.

### Children's Social Care

There has been a 5% increase in contacts received with a corresponding increase in referrals. Around a third of all contacts are from the police, and closer working between the authority and the police will improve the level of appropriate contacts being made. The rate of re-referrals has remained stable at 19%.

Twenty five percent of assessments completed during the year took over 45 days to complete which is higher than all comparator averages.

The number of children looked after has continued to increase which is in line with the position across the region, however the number of children in need and the number of children with child protection plans are both reducing, and the latest figures show that this trend is continuing.

The proportion of newly qualified social workers (Assessed and Supported Year in Employment) within Lancashire has continued to reduce which indicates that retention of newly qualified staff is improving with people staying with us as they gain experience. This reflects the support that is now provided to Assessed and Supported Year in Employment Social Workers, by Advanced Practitioners and the Social Work Academy. The proportion of social workers with over three years' experience has improved indicating that experienced staff are also being retained. The average caseload for all social workers remains comparatively good.

Performance Measure	Good is High or Low	2016/17	2017/18	England Average
<b>Adoptions</b>				
Average time between a child entering care and moving in with their adoptive family, for children who have been adopted (days)	L	489	426	520 (2014-17)
Days between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)	L	236	156	220 (2014-17)

### *Adoptions*

The average time between a child entering care and moving in with their adoptive family has improved and 67% of children waited less than 14 months between entering care and moving in with their adoptive family during quarter four. There were 87 adoptions in 2017/18 with no adoption breakdowns. At the end of March 2018, 97 children were awaiting adoption. 21.1% of the children coming out of care during quarter four were adopted.

Performance Measure	Good is High or Low	Previous Period	Latest Available	England Average
Rate per 100,000 of first time entrants to youth justice system	L	204 (Jul 16 - Jun 17)	188 (Oct 16 - Sept 17)	304
% of YP reoffending	L	43.0% (Oct 15 - Dec 15)	43.1% (Jan 16 - Mar 16)	42.1%
Rolling average Special Educational Needs statements transferred to Education and Health Care plan	H	293 (Sept 14 - Jan 18)	339 (Sept 14 - April 18)	-

### *Youth Offending Team*

There were fewer first time entrants to the youth justice system and Lancashire remains lower than the national (304.0), regional (262.0) and statistical neighbour rates (305.0). Published data from the Ministry of Justice suggests that the percentage of Lancashire youth re-offending was slightly higher than the national (42.1%) but lower than the regional (44.6%) proportions.

### *Special Educational Needs & Disabilities*

There were only 10 pupils remaining with a Special Educational Need statement in Lancashire towards the end of March 2018. Each of these 10 cases have a draft

Education, Health and Care plan which was issued by the 31 March deadline but the parents/carers had requested not to finalise the plans. The vast majority of Special Education Needs statements have now been transferred to Education Health and Care Plans. As a result, the number of Education Health and Care Plans in place (6,391) had increased at the end of March when compared to January 2018 (5,556).

Performance Measure	Good is High or Low	Previous Period	Latest Available	England Average
<b>School Improvement</b>				
% Absence levels in primary, secondary, and special schools	L	4.3% (2015/16)	4.3% (2016/17)	4.7% (2016/17)
% Education settings rated Good/Outstanding	H	91.1% (March 17)	90.0% (March 18)	89%

### *School Improvement*

Finalised data published by the Department for Education suggests that during 2016/17, the proportion of overall absence from school (4.3%) had remained stable when compared to the previous year (4.3%) and was lower than the national (4.7%), regional (4.7%), and statistical neighbour (4.7%) percentages. Lancashire remains in the upper quartile national for this indicator. The level of persistent absenteeism in Lancashire schools (9.6%), under the new definition which includes pupils having an overall absence rate of 10% or above, was also lower than the national (10.8%), regional (11.1%) and the statistical neighbour (10.8%) proportions. Attendance at primary, secondary and special school level suggests that the Lancashire performance is better than that of comparators.

### **Growth, Environment and Community Services**

Performance Measure	Good is High or Low	2016/17	2017/18
<b>Street lighting and highways</b>			
Average number of working days to repair a LCC street lighting fault	L	4.6	7
Highway Safety Carriageway Defects repaired within 20 working days.	H	97%	64%
<b>Waste management</b>			
% of recycling, re-use and composting	H	46%	43% 17/18 forecast
% diversion of municipal waste away from landfill (including recovery)	H	49%	51% 17/18 forecast
<b>Libraries and museums</b>			
Number of visits to libraries each quarter	H	4,007,475	3,573,465
Number of visits to museums each month	H	256,318	244,365
Number of E-Book downloads each month	H	162,384	212,925
Number of library real issues each month	H	4,170,173	3,622,043
<b>Planning applications</b>			
% of minerals and waste planning applications determined within 13 weeks	H	50% (Q4)	67%
% of Regulation 3 planning applications determined within 8 weeks	H	56% (Q4)	78%

Fault Category	2016/17	2017/18
All Faults	4.6 days	7.0 days
Traffic Management Faults	10.8 days	13.6 days
Non-Traffic Management Faults	2.4 days	6.0 days

### *Street lighting and highways*

The directorate has a mixed bag of performance returns for this year. The drop in performance around carriageway defects and street lighting is due, in the main, to a mixture of improved reporting processes that are now capturing our position more accurately and, in the case of highway defects, the impact of a long, cold, wet winter.

### *Waste management*

The reduction in recycling, re-use and composting is due to increased residual waste at both kerbside and Household Waste Recycling Centres, alongside reductions in the amount of green waste collected at kerbside, following the introduction of charges for its collection by many district councils. The amount of recycling collected has seen little change.

### *Libraries and museums*

Nationally, the volume of loans from libraries is decreasing. It is generally recognised that libraries should not be measured on the volume of book loans alone, a point recently reiterated by the Minister with responsibility for Public Libraries in England and Wales. Many citizens use their library for other reasons. Some library users rarely borrow a book or don't borrow in high numbers but regard their library as enabling them to use a community space, have digital access, feel less isolated, and have access to information and community activity. Libraries provide cultural venues with activity that brings enjoyment and supports the health and wellbeing of those citizens who visit them.

The service is developing a range of new indicators to cover the offers which feature in the library strategy.

### *Planning*

9 County Matter minerals and waste (i.e. major) applications were determined within quarter 4, of which 6 (67%) received a decision within the 13 week decision period. The other 3 applications were determined within an agreed time extension. 3 applications for Lancashire County Council's own Regulation 3 development were determined in quarter 4. 2 (67%) 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).

## Adult Services and Public Health

Note: ASCOF refers to the Adult Social Care Outcomes Framework which is a suite of national performance indicators.

Performance Indicator	Good is: H/L	2016/17	2017/18	England Average
<b>Adult social care - personalisation</b>				
Adults aged over 18 receiving self-directed support (personal budgets) (ASCOF) snapshot as at 31 March	H	77.8%	77.4%	89.4%
Adults receiving direct payments (ASCOF) snapshot as at 31 March	H	23.9%	25.1%	28.3%
<b>Support for carers</b>				
Carers receiving direct payments for support direct to carer (ASCOF) during the year	H	98.3%	98.6%	74.3%
<b>Support for people with learning disabilities</b>				
Proportion of adults with learning disabilities who live in their own home or with their family (ASCOF) during the year	H	85.5%	85.3%	76.2%
<b>Support for people to remain independent</b>				
Permanent admissions to residential and nursing care homes per 100,000 pop aged 18-64 (ASCOF) during the year	L	17	19	12.8
Permanent admissions to residential and nursing care homes per 100,000 pop aged 65+ (ASCOF) during the year	L	742.3	728.3	610.7
Number of permanent admissions to residential and nursing care homes pop aged 65+ during the year	L	1,795	1,761	-
Number of reablement referrals during the year	H	3,642	7,392	-
Number of completed reablement support plans during the year	H	3,207	6,657	-
Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services (ASCOF) from 1 October to 31 December each year	H	83.8%	88.1%	82.0%
<b>Timeliness of assessment and support</b>				
Assessments completed within 7 days during the year	H	82.6%	85.1%	-
Assessments completed within 28 days during the year	H	94.6%	95.6%	-
Delayed Transfers of care from hospital – total delayed days due to social care in the month of March each year	L	2,167	1,232	-
<b>Quality of services</b>				
Care Quality Commission – Care Home ratings good/outstanding snapshot as at 31 March	H	70.0%	75.9%	79.2%
CQC Community Care Service ratings snapshot as at 31 March	H	80.1%	91.0%	84.8%

Note: The figures for 2017/18 are not the final, published figures and should be treated as estimates.

The proportion of people with personal budgets is below the national average, but has improved in recent years and is expected to improve further through targeted reviews. The proportion of people receiving direct payments is improving steadily.

The number of people admitted to residential care for both adults and older people has reduced in line with the Passport to Independence work, though both performance indicators are still significantly higher than the national average. Admissions to residential care for older people have reduced to 1761 and so have achieved the Q4 Better Care Fund target of 1795.

Greater numbers of people are being offered reablement in accordance with the aims of the Passport to Independence programme. The number of reablement referrals doubled in 2017/18 when compared to 2016/17 with the number of completed

reablement support plans also more than doubling, demonstrating that the referrals were appropriate.

Almost 96% of social work assessments were completed within 4 weeks. However, there are around 1700 people currently waiting for a social work assessment and plans are being made to reduce this backlog.

The monthly total for delayed transfer of care from hospital (delayed days) continues to improve and when March 2017 is compared to March 2018 there is a 43% decrease.

The Lancashire figure of 75.9% of care home ratings being good or outstanding is now within the third quartile of North West authorities (4th quartile is best) the second quartile of all English authorities when ranked by percentage of overall rating of good or outstanding. Standards are rising nationally and Lancashire has exceeded the above-average threshold for the North West (73.9%), but remains short of the above-average threshold for England (79.2%).

Of the 419 care homes inspected, 17 are in-house residential services for older people and 82.4% (14) of these are rated good or outstanding 8 are in-house disability short break services and 87.5% (7) of these are rated good or outstanding.

The Lancashire figure of 91.0% of community care services rated good or outstanding continues to improve and performance is significantly above the national average of 84.8%.

Of the total 199 community care services inspected, 9 services are in-house disability services (8 domiciliary services and 1 shared lives service) and all of these were rated good or outstanding.

Performance Measure	Good is High or Low	2016/17	2017/18	England Average
<b>Public Health</b>				
The proportion of babies (at 12 months age) immunised with the DTaP/IPV/Hib vaccine – latest rolling year up to 31 December 2017	H	89.4%	85.1%	93.1%
<b>Health Checks</b>				
Number of NHS Health Checks offered to eligible population	H	75,892	96,920	-
Number of NHS Health Checks completed	H	47,107	51,486	-
% completed of NHS Health Checks offered (Cumulative)	H	62.1%	53.1%	47.9%
<b>Substance Misuse</b>				
Percentage of women who smoke at time of delivery /prevalence of smoking – latest rolling year up to 31 December 2017	L	14.7%	13.8%	10.7%
People self-reporting to have successfully quit smoking as a percentage of all those setting a quit date.	H	47.4%	51.0%	50.7%
<b>Troubled Families Unit</b>				
	Good is High or Low	2016/17	17/18 year to date	England Average
- Number of families attached to the programme	H	4,305 (Q4, 2016/17)	8,647	n/a
- Payment by results claims (submitted to the DCLG)	H	841 (2017)	2,097 (rolling figure)	n/a

### *Health Checks*

This is a 5 year programme (2013/14 – 2017/18). As of March 2018, 97.6% of the eligible population (aged 40 – 74) have been offered a Health Check (the target is for all eligible people to be offered one check over the 5 year programme). Steady improvements have been made to the number of NHS health checks completed since the beginning of the programme (current uptake across the programme is 57.7%).

### *Troubled Families Unit*

There have been strong efforts to recover performance which was lagging behind target at December 2017 for 'payment by results' claims. These claims are made when there is evidence of significant and sustained improvement in a family's circumstances and so it is pleasing to report that at the end of 17/18, the target was exceeded with 2,097 payment by results claims achieved.

Payment by results quarterly targets to 31 March 2019 have been established allowing an action plan to be devised which will focus efforts throughout the year and ensure that the positive momentum is maintained. The aim is to achieve as close as possible to 2,500 payment by results claims by 30 June 2018.

### **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**

None

Reason for inclusion in Part II, if appropriate

N/A