

NORTH LINCOLNSHIRE COUNCIL

**ADULT AND CHILDREN'S SERVICES
CABINET MEMBER**

**STRIVING FOR EXCELLENCE IMPROVEMENT PLAN
CHILDREN'S AND YOUNG PEOPLE'S SERVICE 2011/12**

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To seek endorsement for the CYPS Striving for Excellence Improvement Plan 2011/12, a copy of which will be held in Group offices.

2. BACKGROUND INFORMATION

- 2.1 The Children and Young People's Service (CYPS) has a strong vision Safe Children Supported Families Transformed Lives.
- 2.2 The Striving for Excellence Improvement Plan 2011/12 sets out the CYPS's priorities for improvement 2011/12. The 6 strategic priorities of our Children and Young People's Plan 2010/13 Raise Aspirations; Children and Young People Feel Safe and are Safe; Best Start; Close the Gaps; Celebrate and Engage Children and Young People; and One Vision One Workforce provide the framework for the improvement plan.
- 2.3 The priority areas for improvement action in the improvement plan are identified from:
- The outcomes of our self assessment (review of Striving for Excellence Plan 2010/11)
 - The Ofsted Children's Service Assessment letter (Nov 2011)
 - Transformation of services to deliver the child's single journey (Professor Munro's report)
 - The need to develop the workforce to deliver transformed services

Outcomes from the Adolescent Lifestyle Survey have been used to ensure the views of users of the service are fully considered within the self assessment.

- 2.4 To ensure the CYPS makes the required progress to deliver the improvement plan, the Turning the Curve Results Based Accountability methodology is being used and progress against the improvement plan will be subject to Quarterly Performance Reviews.

2.5 Excellence is more than performance and the quality of our work at an individual case level and the quality of our decision making across the service and across the Children's Trust Partnership will be subject to Quality Assurance and moderation processes.

3. OPTIONS FOR CONSIDERATION

3.1 Option 1 - That the CYPS Striving for Excellence Improvement Plan 2011/12 is endorsed for publication, distribution and action.

3.2 Option 2 – That further revisions are required before the plan is published, distributed and acted upon.

4. ANALYSIS OF OPTIONS

4.1 If the plan is endorsed, work can continue to put improvement plans in place to address the areas for further development identified.

4.2 If the plan is to be revised, work on areas that will be inspected by Ofsted may be delayed and may impact on future inspections or assessments of local settings schools or services.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

5.2 None at this time

6. OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 - CRIME AND DISORDER, RISK AND OTHER)

6.1 The Striving for Excellence Improvement Plan is informed by a self-assessment process, which looks at the needs and outcomes of all children and young people in North Lincolnshire. The improvement plan specifically looks at the outcomes of all children at each key stage of the educational journey and specifically looks at the needs of vulnerable children and young people at the key stages of their journey.

7. OUTCOMES OF CONSULTATION

7.1 Consultation has taken place with the Primary and Secondary phase Head Teachers through termly Working Together Differently meetings. Young people including those from vulnerable groups including Children in care and Young Offenders have contributed through Creative Conversations and the Great Debate during Take Over week. The Adolescent Lifestyle has provided an insight into the life and experiences of almost 5,000 young people aged 11-16 years. Managers have been briefed, staff have been made aware and there is a consensus regarding the key priorities.

7.2 The CYPS Striving for Excellence Improvement Plan 2011/12 was presented as an information paper at the Cabinet Member Briefing Meeting on 4 January for a period of consultation.

8. **RECOMMENDATIONS**

- 8.1 That the CYPS Striving for Excellence Improvement Plan is endorsed for publication, distribution and action.

DIRECTOR OF CHILDREN AND YOUNG PEOPLE'S SERVICE

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Background Papers used in the preparation of this report: None



Striving for Excellence Improvement Plan 2011-12

Version	Date	Author
Final Version	December 2011 (Review Date December 2012)	Susan Twemlow

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1 CYPS IN NORTH LINCOLNSHIRE

Our vision for CYPS is that by working together we want North Lincolnshire to be a place where children and young people are safe, where families are supported and where life chances are transformed.

'Safe Children, Supported Families, Transformed Lives'

To achieve this vision the CYPS must:

- Transform Services to meet the needs of children young people and their families more effectively. Our Transformation Programme Shaping for Success sets out how we plan to achieve this.
- Improve Services so that more of our children and young people achieve their potential using excellent services attending excellent schools and settings. Our Improvement Plan Striving for Success 2011/12 sets out how we plan to achieve this.
- Be challenge ready so that our self-assessment of the impact of our transformation and the rate of our service improvement are validated through peer and sector led external challenge.

2 PURPOSE OF THIS STRIVING FOR EXCELLENCE IMPROVEMENT PLAN 2011/12

The purpose of this improvement plan is to ensure there is focused and sustained management action to:

- Address areas for improvement identified in the review last year's Improvement Plan 2010-11
- Address areas for improvement arising from the self assessment
- Address the areas for further improvement identified in the Children's Services Assessment letter November 2011.
- Transform services to deliver the child's single journey
- Train and develop the staff to deliver the transformed services.

The areas for improvement have been linked to the 6 Strategic Priorities identified in our Children and Young People's Plan 2010-13. Improvement in these areas will make a positive difference to the lives of our children and young people.

3 SELF ASSESSMENT OF CHILDREN AND YOUNG PEOPLE'S SERVICE

(Filepath to evidence to support the SELF ASSESSMENT identified in section 3 can be found in Appendix 1)

The CYPS has a well-articulated vision, which is shared and supported by all members of the Children's Trust Partnership:

'Safe Children, Supported Families, Transformed Lives'

Governance

The Governance arrangements in North Lincolnshire are strong and well established. The Children's Trust Partnership has been in existence since 2004 and has evolved and developed over time to meet statutory requirements.

Our vision is underpinned by a set of clear strategic priorities, which are detailed in our Children and Young People's Plan 2010-13. This is our second Children and Young People's Plan and reflects the partnership's strong commitment to prioritise services to our most vulnerable children and young people.

A wide range of partner agencies attends the Children's Trust Board. The members of the Board have excellent records of attendance with effective deputising arrangements. The Children's Trust Board is effective and has delivered significant achievement and progress against our CYPP.

Evidence:

[Children's Trust Board Attendance 2011](#)
[Children's Trust Board Notes 2009 to 2011](#)
[Children's Trust Board Newsletters 2011](#)
[Review\(s\) of CYPP 2006-9 and 2010-13](#)

Partner agencies show a strong commitment to and ownership of their responsibilities to safeguard children and young people. The Local Safeguarding Children Board has a well-established Board that is well attended by senior officers of the constituent organisations. The membership includes lay members. There is good representation and strong engagement of partners in the Board's associated Action Groups.

The LSCB Annual Review presents a good overview of the work and achievements of the Board. The JAR 2008 and the LGID Peer Review of Safeguarding, November 2010 both assessed the LSCB as effective. Strengths identified in the peer review included:

- Political and managerial commitment to safeguarding backed up by resources
- A clear vision and aspiration for safeguarding across North Lincolnshire
- Strong focus on early intervention and prevention
- Safeguarding training is extensive and highly valued

Evidence:

[Outcomes of Joint Area Review 2008](#)
[Outcomes of Local Government Improvement and Development Safeguarding Peer Review October 2010](#)
[LSCB Annual Report 2010](#)

Statutory and non-statutory partners are actively involved in the Youth Offending Management Board, which has an Independent Chair. Board members have provided strategic leadership to the Youth Offending Service and have supported the introduction of new initiatives to reduce offending locally through the Respect Scheme.

Evidence:

Youth Offending Management Board Minutes October 2011

Respect Bid

Local partners have shown a sustained commitment to our Children in Care population. The Joint Area Review assessed our Corporate Parenting as outstanding. The new Cabinet Member for Adults and Children, having a clear ambition that the focus of the work of the group should be the children and young people, prompted a review of the Corporate Parenting Group in 2011. The outcome is that the views, concerns and issues of the children and young people are at the centre of this group's work. The more formal business is channelled to the Cabinet Member meetings and through the Children in Care Officers group. The Corporate Parenting Group enables a "creative conversation" style of engagement with the Children in Care Council, Cabinet Member and selected chief officers from across the Council and Partner Agencies. The "conversations" are based upon a presentation from Corporate Parents, followed by question and answer sessions led by the Children in Care Council.

Evidence:

Outcomes of Joint Area Review 2008

Corporate Parenting Minutes May and October 2011

Corporate Parenting Pledges 2011

Corporate Parenting Event February 2011

Engagement of Children and Young People

CYPS is very committed to the effective engagement of children and young people. Children and young people are encouraged and supported to work in partnership with the service at a strategic level, operational level and an individual level.

As part of the CYPS's commitment to the effective engagement of children and young people at the strategic and operational levels the service has supported the development of a network of service user groups including those from our most vulnerable populations of children and young people including Children in care, Care Leavers, and disabled children.

Children and young people have also been supported to inform and shape the business plan of the LSCB through the Stay Safe Group.

Evidence:

Review of Participation 2006/10 and Striving for Excellence 2011/13

The Children's Trust Board membership includes representatives of the Youth Council. The young people have been actively involved in the planning and setting of the priorities of the CTB. They are active contributors to the Board meetings. Most meetings of the Board include agenda items from the Youth Council and recommendations made by the Youth Council have been adopted and supported by the CTB. These include the Ambassador Scheme, revision to the arrangements for Takeover day to Takeover week to increase participation and the inclusion of the Great Debate event as part of Takeover events.

The active involvement of the Children in Care Council has resulted in changes to our Missing from Care policy, which has resulted in a reduction in the number of incidents and a reduction on the number of children going missing. The CICC asked for help to improve their employability skills. This had a direct impact on the nature of the Corporate Parenting Pledges offered by Directorates across the Council including support to write CVs, mock interview opportunities, work experience and apprenticeships.

We have a robust and long standing Parents Involvement and Participation group (PIP). This group has helped to shape the agenda for disabled children prior to, during and post the Aiming High for Disabled Children programme. The latest initiative was to work with disabled young people to develop an "Opening Doors" standard across the Council. This goes beyond the Council's compliance with Disability Discrimination Act to explore how easy it is to not only have access to building and services but to use the buildings and services. This was presented to Full Council by the disabled children and parents and has already made a difference.

The Thumb's Up Group of disabled children and young people has been actively involved in the design and delivery of the Aiming High Programme and the Short Breaks Programme. The impact of their involvement has been to see an increase in the number of families benefiting from short breaks increasing from 75 in 2008/9 to more than 400 children and young people in 2010/11. An independent evaluation of the Short Break provision involving 100 parents and 56 disabled children reported that:

- 96% agreed their child had the opportunity to have some fun independent of them
- 72% agreed that short breaks had contributed to their child's social development
- 81% agreed that short breaks have enabled them to have a valuable break from their caring responsibilities.

There are a number of groups that represent the voice of children within the safeguarding arena. The Stay Safe Group is the largest and was created to ensure a wide range of children and young people had their say in developing safer places for them. This is a group of 40 pupils from a range primary and secondary phase schools. This group of children and young people have been actively involved in setting the priorities of the LSCB Business Plan. They have shaped officers' thinking in terms of what makes them feel safe and what they worry about the most. Currently the group have set an ambitious challenge to develop a guide by children and young people, for children and young people on how to stay safe. They also wish to run their own conference in 2012. Themes that have emerged to date include; e-safety, mental well being in adolescence and parental separation. The group currently represents 18 schools.

Evidence:

[Takeover and Great Debate Children's Trust Board Report 2011](#)

[Takeover and Great Debate Cabinet Member Information 2011](#)

[CYPP Plan 2010/13 young people version](#)

[Youth Council meeting notes from 8 December 2011](#)

[Children in Care and Care Leavers Participation Report July-September 2011](#)

[Integrated Service for Disabled Children Participation Report July-September 2011](#)

[Review of Participation 2006/10 and Striving for Excellence 2011/13](#)

[Children in Care and Care Leavers Participation Report July-September 2011](#)

[Integrated Service for Disabled Children Participation Report July-September 2011](#)

['Opening Doors' Quality Standard Development Cabinet Report September 2011](#)

[Short Breaks for Disabled Children and Young People in North Lincolnshire October 2011](#)

LSCB Annual Review 2010

The “Cool Club” is a made up of children and young people who are involved with the Child In Need service and who come together to explore how they can help improve services.

The active engagement of children and their parents through Advisory Boards and Parents’ Forums is an important feature of the governance arrangements of Children’s Centres. For the vast majority of the Children’s Centres that have been inspected by Ofsted this element has been judged good. Henderson Avenue Children’s Centre was judged outstanding. The good practice for this centre has been shared with the other Children’s Centres.

Evidence:

Referral Management and Child in Need Team Participation Report July-September 2011

Ashby Children’s Centre Inspection Report February 2011

West Street Children’s Centre Inspection Report August 2011

Henderson Avenue Children’s Centre Inspection Report February 2011

Winterton Children’s Centre Inspection Report March 2011

Barton Children’s Centre Inspection Report October 2011

Frodingham Children’s Centre Inspection Report December 2011

There is evidence that interventions with children young people and their families are more effective if the child, young person or family have been actively involved in the assessment of needs and actively involved in the intervention planning to address those needs.

Feedback from individual children attending Child Protection conferences has resulted in changes to the way we meet and greet young people, the way the room is set out and how we can make them feel more comfortable and help them understand the process and how this makes a difference for them. Recent feedback from children and young people attending child protection conferences has indicated more felt more confident and more able to understand and contribute to the meeting.

100% of Children in Care contribute to their review compared with rates of 80-90% in comparator authorities.

The better engagement with the children and young people is contributing to a reduction in the number of children and young people subject to a second referral to specialist services.

Evidence:

Peer Audit Findings. North Lincolnshire Youth Offending Service 2011

Youth Justice Board Audit report

Quarterly Performance Report – Independent Review from October 2011

Partnership Working

The commitment to safeguard children and young people in North Lincolnshire is strong. The Humberside Police has co located staff from the Public Protection Team with the Social Care Duty Team at Church Square House. This was identified as strength in the unannounced inspection of Contact Assessment and Referral Service in November 2010. Humberside Police is exploring the roll out of this model across Humberside

The CYPS has further developed the Co-located Duty Team to become a Single Duty Team with members of the Children's Family Support Service also co located at Church Square House. Professionals from all agencies across North Lincolnshire, members of council staff and members of the public can access Safeguarding and family support services through one duty point and one telephone number. A qualified Social worker reviews all referrals to Safeguarding Services or requests for a family support service.

The Local Safeguarding Children's Board has a Head Teacher as Vice Chair creating a very strong link with schools in the authority.

The authority has two local head teachers who work in partnership with a named senior officer to fulfil the role of virtual head teacher for children in care. They have a strong focus on raising the attainment of Children in Care. Learning outcomes for Children in Care have improved again in 2011. Children in Care attainment for 5 GCSE's including English and maths improved from 0% in 2009 to 13% in 2010 to 30% in 2011. This compares favourably to the England average of 10%. We can now measure termly progress and can show educational progress for most children.

We have a low rate of absence, a low rate of exclusion and a team of professionals who work around individual children. The emphasis is to ensure that our focus and interventions are designed to maximise the attainment of our children in care. The virtual head teachers (one from a school judged good and one from a school to be judged outstanding by Ofsted inspectors) are key to this process by holding the team accountable to them and scrutinising activity and performance as they would as a head in their own schools.

Local head teachers are actively engaged in the authority's SEN panel. For those children requiring specialist provision Ofsted judges our SEN provision as outstanding.

The local authority work very closely with our local schools to support work to close the gaps between our disadvantaged children and their peers. At primary phase schools agreement has been reached to use 'O' track which creates virtual populations of school age children and enables the identification of children who are falling below their trajectory in comparison with children who are similar to them so that there can be focussed interventions to assist these pupils.

Figures released by DFE in May 2011 showed that 77/82 schools inspected by Ofsted in North Lincolnshire have good or outstanding judgements for behaviour. At 93.9% this is the highest percentage in the Yorkshire and Humber Region

All Children's Centres, which have been inspected, have been judged good in respect of support care and guidance offered to disadvantaged children. Ofsted judged Frodingham Children's Centre outstanding

The CYPS, the Public Health Team of the local NHS and Secondary phase schools have co operated in undertaking an Adolescent Lifestyle Survey. The first survey was in 2004 with a follow up in 2007. This was a paper-based survey, which was labour intensive to administer and analyse, and not all schools were able to participate to the same level. In 2010 the local Secondary School head teachers facilitated a web-based survey, and indicated they wished to explore some additional areas of lifestyle. The result was almost 50% 11-16 year olds (4,800) young people completed the survey giving the local community a wealth of information about young people living in North Lincolnshire. This information will inform our plans for services to address risky lifestyle behaviours of young people together with informing our review of the CYPP and our CYPS plan.

The use of the Common Assessment Framework is well embedded as evidenced in Ofsted Inspection Reports of local Children's Centres and in the Peer review of Safeguarding by LGID. Our work with local parents shows they want, a consistent approach by all staff who work with them and with whom they share information. Parents have explained they want information about them to be handled with sensitivity that acknowledges their right to privacy and only needing to know what we as professionals need to know.

Evidence:

'Getting in Touch' document: accessing a service from Children and Family Support Service and Social Work Service October 2011

Quarterly Performance Report – Children in Care and Courts October 2011

The Cygnets Inspection Report August 2011

Ashby Children's Centre Inspection Report February 2011

West Street Children's Centre Inspection Report August 2011

Henderson Avenue Children's Centre Inspection Report February 2011

Winterton Children's Centre Inspection Report March 2011

Barton Children's Centre Inspection Report October 2011

Frodingham Children's Centre Inspection Report December 2011

Outcomes of Local Government Improvement and Development Safeguarding Peer Review October 2010

Outcomes of North Lincolnshire Adolescent Lifestyle Survey 2010

Leadership and Management

There is a well-established performance management and improvement framework in CYPS. The framework is most fully developed in Specialist Services. (See Section 12 and Appendix 2). The performance framework builds on monthly meetings with team managers to 6 weekly meetings with Service and Locality Managers to Quarterly Performance Review meetings with the Assistant Directors and the Director for Children and Young People's Service. Nominated links within the Performance team has strengthened our use of data and our use of the Management Information Systems.

The Director of Children's Service delivers a monthly report to the Chief Executive and the Cabinet Member for Adults and Children's Services. This report includes a performance information summary. We have used this information to transform our services and to support services being inspected.

There is a well-established Quality Framework in CYPS. The framework is most fully developed in Specialist Services. (See Section 13 and Appendix 3). The QAF has three interconnected strands. The first assures the quality at an individual case holder/case level primarily through individual supervision. The process proceeds from the frontline through line management arrangements to the DCS. The process involves both pre-audited cases and live cases. The second strand assures decision-making and case management in a multi disciplinary and multi agency context through a series of moderation panels. The third strand reviews cohorts of children to scrutinise and challenge the overall management of the case.

The impact of this QAF on the effectiveness of Specialist Services in North Lincolnshire has been thoroughly examined through the REIP funded research of Professor David Thorpe and a follow up study in 2011 to measure progress against the findings from the earlier cohort. Overall North Lincolnshire can demonstrate an effective management of the “front door”. The service is able to gather information and manage “bombardment”. This is a complex adaptive system where a change to one part of it can adversely impact upon another. The implementation of the single point of contact, which underpins our “early offer”, will impact dramatically upon systems data and therefore the quality assurance and moderating process is essential to measure the ongoing success of how we intervene with children and families in North Lincolnshire.

Evidence:

[Report on Children and Families Referred to North Lincolnshire Children’s Services between June 1st and August 18th 2008 \(Professor Thorpe/G Denman\) 2008](#)

[Outcomes of Yorkshire and Humber Region RIEP and ACDS Funded Safeguarding and Promoting Welfare Research Project Final Report \(Professor Thorpe/G Denman and Dr Regan\) September 2011](#)

[A Comparison of Children and Families Referred to North Lincolnshire’s Children’s Services Between February 1st and March 22nd 2011 with those referred between June 1st and August 18th 2008 Draft November 2011](#)

Workforce Planning and Support

The Children’s Trust Board has approved a Workforce Strategy to support the delivery of our six strategic priorities. The CYPS has a Workforce Strategy that weaves the Golden Thread from the Children’s Trust Strategy and applies it to our own Workforce Strategy.

The CYPS has a Staff Handbook, which sets out our contract with our staff to support their professional development to support the service to deliver against our priorities to improve outcomes for local children and young people. The CYPS has a training plan to address the staff’s training needs and to underpin the staffs’ development journeys required to deliver our transformed services.

Each member of staff has an Employment Appraisal and a record of the Learning and Development opportunities and attendances (LADAR). The completion rates for these are reported monthly to the Assistant Director who explores with senior and middle managers any barriers or challenges to delivering the target.

In the period 2009/10 – 2011/12 (Apr to Oct 2011) sustained 80% of staff reporting they have undertaken at least 1 development opportunity. This is higher than the Council as a whole over the same period.

2009/10 – 2010/11 saw an increase in the percentage of staff reporting completed employee appraisals from 56% to 72%. With 6 months still to go 60% of staff have reported they have undertaken employee appraisals this year.

2009/10 – 2010/11 sickness absence rates have been static at 9.33 days per person 2009/10 and 9.37 2010/11.

At the time of publication, there are no vacancies in social work services.

The LGID Peer Review of Safeguarding identified the commitment of staff and their morale as a strength.

North Lincolnshire Council undertook an employee survey in 2010. 477 employee surveys were submitted from CYPS, which equates to a 55% return rate for the service. Of these:

- 91% staff were clear about what they are trying to achieve in their jobs
- 91% staff felt that they could talk to their line manager/supervisor about things that affect them at work
- 91% staff felt able to raise the issues they wanted to at their last EDR
- 90% staff enjoy the work that they do
- 88% staff believe that they can make a difference in their day-to-day work
- 88% staff felt that their line manager is approachable, listens and responds

An analysis of the North Lincolnshire response to the first Ofsted Survey of Children's Social work practitioners showed that:

- more than 75% of responses to the questions posed were more positive than the national average eg.
- 73% (47% nationally) felt that their induction prepared them for their specific role
- 68% (25% nationally) felt that there is an effective caseload management system
- 68% (56% nationally) believe concerns raised in supervision have been dealt with satisfactorily
- 68% (50% nationally) feel informed about issues raised in SCRs and action
- 76% (48% nationally) believe that senior managers govern services effectively

Evidence:

[Children's Trust Workforce Strategy 2011-13](#)

[Children and Young People's Service Workforce Plan 2011-2012](#)

[Children and Young People's Service Staff Development Handbook 2011-12](#)

[Outcomes of Local Government Improvement and Development Review November 2010](#)

[Ofsted Social Work Survey 2010](#)

[NLC Employee Survey 2010](#)

The Senior Leadership Team organises termly whole staff events so that staff can learn at first hand and ask questions about key issues for the service and the council. The most recent event in September 2011 set out the details of the service's Transformation Programme Shaping for Success.

The service has a Listening and Learning group attended by a member of the SLT to hear at first hand any concerns or issues from the staff and ensures feedback to the group for wider dissemination.

Staff Update is our in-house staff bulletin which aims to keep staff updated on a range of service issues.

Evidence:

[Shaping for Success Staff Event 3 March 2011](#)

[Shaping for Success Staff Event 6 April 2011](#)

[Transformation Day Staff Event 28 September 2011](#) (presentation)

[Transformation Day Staff Event 28 September 2011](#) (information pack)

[Listening and Learning Group Minutes 2011](#)

[CYPS Staff Updates 2009 to 2011](#)

Financial Management

CYPS has very strong financial planning and a strong ethos for value for money.

The Corporate Financial Challenge using the Price Waterhouse Cooper Framework concluded that over 70% of CYPS were value for money (high performing and low cost) using the value of the services being assessed. These services judged to offer VFM reflected the service's prioritisation of services for vulnerable children and young people.

For the remaining percentage of services benchmarked these are central to our transformation programme. Our strong performance improvement framework had already helped the service to proactively identify which services needed to be the subject of review and transformation.

Evidence:

[Children and Young People's Service Value for Money Summary 2011](#)

Transformation Shaping for Success

The CYPP 2010-13 made a commitment that services would be developed and delivered locally and that the level of resources would reflect the needs of the community being served. The partnerships have agreed the single organisational model and this is reflected in service development and service commissioning across partner agencies.

The CYPS transformed our service to create a targeted Child and Family Support Service (CFSS). This has been achieved by the CYPS building on our strong Children's Centres infrastructure to transform services to be locality based and offer integrated children and family support service provision 0-19 years. We have used the strengths of our Children's Centre offer for families 0-5 years and extended this to be 0 to 11 years and beyond. We have transformed our Connexions offer to vulnerable young people to include young children from 11 years and to include their families so that a more holistic service could be delivered. We have rationalised our Practical Family Support Service and our Intensive Support Service and taken our learning from our Family Intervention Project to create a consistent service offer for all families with high levels of need.

This locality-based service has two levels of service. The first level is our preventative service response to Early Identifiers to deliver early intervention to families to prevent them needing intensive intervention. This service is a significant component of our early help offer and is centred on our network of Children's Centres.

The second level of service is intensive family intervention that is targeted to those families who have already received or likely to receive statutory intervention and where possible support them to change without the need for more formal process and or their child to be looked after. The role of the intensive support service is to maintain and sustain the changes the family have made to maintain their children safely in their family.

The service has also introduced the Single Duty Point to provide a quality assured response to those professionals and members of public contacting the service. We have introduced a single point of contact in each locality to help professionals stay in touch with the service in respect of cases already open to the CYPS. In North Lincolnshire we want to work together to achieve better outcomes.

A number of our key partners have adopted the Single Organisational Model as set out in our CYPP 2010-13. Health Visiting Services are co locating with preventative services in the CYPS at three locality hubs. Work is underway to look at how to develop and implement more integrated service arrangements. North Lincolnshire and Goole Hospitals Trust which provides our local therapy services is currently consulting on a new model of service delivery and the proposals include the need to embrace locality working for targeted and universal service provision.

CYPS has transformed services to ensure that we have a robust offer of Early Support to local children and families that enhances the Single Organisational Model contained within the CYPP 2010/13.

The joint commissioning work with NHSNL is designed to increase capacity of our early intervention service through commissioning a network of volunteer befrienders. These befrienders will have two roles. The first is to support families implement advice and guidance given by universal services and support the family to use community services to become more self-reliant. The second is to build a relationship with families, some of whom will have been in Children in Need or Child Protection arrangements, but most will have been in receipt of intensive family support, to sustain and maintain the changes they have made over a longer timescale. The ambition will be to promote independence and for them to have confidence using community based services. This will be an important component of our early help offer.

Evidence:

'Getting in Touch' document: accessing a service from Children and Family Support Service and Social Work Service October 2011

Joint Commissioning Provider Information Event 22nd November 2011

Early Help Offer in North Lincolnshire

Children's Trust Board notes 16 November 2011 (indicative evidence of how the therapy proposals will fit with single organisational model)

Creativity and Innovation

The CYPS has a strong track record on creativity and innovation. Two initiatives, which reflect this currently, are the work on creating and delivering a Regional Adoption Consortium and the leadership provided by the CYPS on the Regional Workforce Succession Planning project. Locally we are developing the succession planning work to look at stronger professional development path way for our middle managers.

Evidence:

Regional Adoption Consortium Multi Party Services Agreement Yorkshire and Humberside National College Succession Planning for Children's Services Quarterly Reports (Yorkshire and Humberside) March, June, September 011

The SWEEP (Social Work, Education and Employment Project)

This project is a growing partnership between Schools and Social Work services to offer higher education and employment opportunities to those members of staff who wish to gain professional qualification as a Social Worker. The emphasis is upon encouraging these staff to have practice experience working across the whole spectrum of need and to give the opportunity to undertake social work in community-based settings supervised by the practice educator. A key objective is to support staff develop knowledge and experience of how the whole system works but to have a greater understanding of the system from a child's perspective. The outcome will be that the future employment of staff will result in a better match of the skills and abilities of the member of staff and the settings they work in, including school based, non-statutory or statutory settings.

Evidence:

Draft Cabinet Member Report, SWEEP January 2012
Practice Curriculum - SWEEP draft 2011

Peer and Sector Led Improvement

North Lincolnshire CYPS has a strong record for engaging with external challenge to help it raise standards, increase performance and improve outcomes, for example:

- Local Government Improvement Development Agency Safeguarding peer review in October 2010
- Peer review of Contact Assessment and Referral Service, Fostering Services and Adoption Services (Specialist Services)
- Sector led improvement through National College of School Leadership and SSAT to expose local school senior leadership teams to excellence so that learning can be used to inform effective interventions locally to raise standard and improve attainment (Learning and Improvement)
- YOS has used the expertise of the Prison Reform Trust to challenge our local performance of custody rates (rated red at the time of publication)
- YOS has used a series of peer review opportunities to help to moderate the service's assessment of the effectiveness of its actions in respect of the Action Plan agreed with the Ministry of Justice i.e. peer review led by the Youth Justice Board which applied the Core Case Inspection methodology

Action plans at a Local Authority and individual service and school level have been developed to address recommendations or areas for further improvement identified through the sector led or peer led improvement processes. Progress is monitored through Performance Improvement Framework process.

Evidence:

LGID Peer Review Action Plan 2011/12
Contact Assessment and Referral Action Plan 2011/12
YOS Improvement Plan

4 OUR IMPROVEMENT STATEMENT

“Outstanding providers are passionate about their work and they are determined to do it well. They are highly motivated and care deeply for their children. Their vision is to provide an excellent service for children and their families that make a positive difference to their lives. They are dedicated and focused and understanding that ‘reflective practice’ is crucial to their success and continually aspire to do better and regularly review and challenge their practice. Outstanding providers never stand still and they are always striving for more”. (Source Ofsted 2009: ‘Childcare Groups: a passion to be outstanding)

The key messages are:

- Staff who are passionate about their work with and for children young people and families
- Excellent services that make a positive difference to their lives
- Use of reflective practice to understand what worked well and to identify how to our intervention could have been even better
- Always striving for more, for better

North Lincolnshire CYPS is a learning organisation and is open to any source of support that will help us to achieve our ambition to deliver excellence.

Ofsted published a report highlighting the characteristics of outstanding CYPS.

Three key features were identified:

- Services that have a relentless focus on improvement
- Services that are working to improve standards for all children but with a clear focus on those who are vulnerable
- Services that have effective collection and use of data to underpin all improvement activity.

Locally in North Lincolnshire we have adopted the ‘turning the curve’ methodology to ensure we embrace these characteristics of outstanding CYPS in achieving the priorities in our Striving for Excellence Improvement Plan 2011/12. The turning the curve approach is a key element of our Performance Management Framework. (Appendix 4)

We have a clear vision for outstanding services through continuous improvement, evidence of achievement; clarity of what effective intervention is and clear plans to support schools, services and settings. The transformational element in our approach to improvement is that the milestones in a child’s journey create the framework for judging our performance. North Lincolnshire’s CYPS is interested in the Whole Story of the child.

5 RISING TO THE IMPROVEMENT CHALLENGE

We are under continuing pressure to make the best use of resources to ensure they provide value for money and are in a position to deliver against our priority actions. Our improvement journey can be strengthened by using external challenge as a critical friend approach. This can help us to understand where we are now and to plan for further improvement.

In the year ahead, we will continue to identify and develop opportunities for external challenge, including peer assessment and sector led improvement, for example:

- Working with Yorkshire and Humber ADCS to engage with sector led improvement to improve key stage 2 performance and to further improve value for money and use of resources
- The YOS has negotiated with Her Majesty's Inspectorate of Probation to undertake a mini inspection (this is the first time such an inspection has been undertaken) so that the service could more effectively benchmark risk assessments.
- The YOS has commissioned the Prison Reform Trust to review our local practice in respect of custody; initial findings are indicating a need to take a wider look at our management of older young people on the cusp of care to ensure we manage these within the community.

6 CYPS IMPROVEMENT HIGHLIGHTS IN 2010/2011

The quality of early years and childcare provision has improved. Nearly two thirds of registered day care providers are at least good or better and there is no inadequate provision.

All Children's Centres which have been inspected are judged good with a number with outstanding features.

Our achievement at the end of Early Years Foundation Stage in 2011 was better than National and Statistical Neighbours' average and the gap closed between lowest achieving 20% and the rest of pupils to place North Lincolnshire in the top 25% of LAs.

The large majority of primary schools make at least good provision for all ages of children

There has been a significant improvement in the number of secondary schools judged good or better by Ofsted from 33% August 2010 to 67% November 2011.

Outcomes continue to improve for 16 year olds and the proportion who achieve at least 5 good GCSEs at A* to C including English and maths is in line with similar areas and the national average.

Young people achieving 5+ A* to C grades including English and maths continued to improve at a faster rate than the national average.

Standards for pupils from low-income families at KS4 have improved well since last assessment and the gap between them and their peers has narrowed

The CYPS has increased the range of outstanding specialist provision, the PRU is judged Outstanding, St Hugh's Secondary and Sixth Form is judged Outstanding and Cygnets Children's Home is judged Outstanding

The local authority has provided successful support to the one primary and two secondary schools that have been in an Ofsted category of concern. Only one (secondary) school remains inadequate and this had made outstanding progress between its last two monitoring visits. No other provision inspected by Ofsted in the local area is inadequate.

The outcomes of the Local Government Improvement Development Agency Safeguarding peer review in October 2010.

The following areas of strength were identified:

- political and managerial commitment to safeguarding, backed up by resources
- a clear vision and aspiration for safeguarding across North Lincolnshire
- strong focus on early intervention and prevention
- child centred focus
- good commitment to partnership at strategic and grassroots level
- safeguarding training is extensive and highly valued
- examples of good practice and successful initiatives

The majority of services, settings and institutions inspected by Ofsted are good or better overall and the very large majority of provision helps children and young people stay safe and to do well and enjoy their learning.

The commitment of staff, with the knowledge, to safeguard children and young people across all universal service settings is an important strength. This is evidenced by the consistently higher percentage of settings judged good or better by Ofsted compared to the judgements for overall effectiveness. This is coupled with the fact that in the majority of groups the performance is better than national averages or statistical neighbours.

Performance in the suite of indicators that relate to social care have consistently been in the upper quartile for performance and improvements have been achieved in:

- Initial assessments with 7-percentage points improvement since 2010 82.7% to 89.5%
- Children becoming the subject of a second or subsequent child protection plan is generally better than the national average and has improved significantly from 11.7% in 2010 to 8.9% in 2011 (lower percentage is better performance).

Evidence:

Review of CYPS Striving for Excellence Plan 2010/11

7 AREAS FOR FURTHER IMPROVEMENT 2011/12

Through the review of Striving for Excellence 2010/11, the Ofsted Annual Assessment of Children's Services and the Local Authority Self Assessment (section 3), the following areas for improvement have been identified:

Standards and Attainment:

- Raise standards in attainment at primary phase (KS2) and secondary phase (KS4)
- Improve inspection outcomes for primary and secondary schools
- Improve inspection outcomes for childminders
- Improve the education progress/attainments of children in care
- Closing the gaps between the attainment of vulnerable learners and their peers at post 16 level 3

Service Improvements:

- To remodel the common assessment (early intervention process) in line with Munro recommendations
- To improve service provision to and case management of young offenders so that more achieve a positive outcome
- To review and redesign professional development to underpin implementation of a single and child centred system

Please refer to the Review of CYPS Striving for Excellence Improvement Plan 2010/11 for further details.

8 IMPROVEMENT PRIORITIES FOR 2011-12

(details set out in Turning the Curve Intelligence Sheets in section 9)

Strategic Priority	Action focus		Responsible officer	Group Leading the work	Milestones Source
Raise Aspirations	1	Raise standards in attainment at primary phase (KS2) and secondary phase (KS4) As identified from our self assessment and the Children's Service Assessment letter	AD Learning and Improvement Services Interim led by AD Resources	Excellence Strategy Group	Learning and Improvement Service Improvement Plan 2011/12
	2	Improve inspection outcomes for primary and secondary schools As identified from our self assessment and in our Ofsted Performance Profile	AD Learning and Improvement Services Interim led by AD Resources	Excellence Strategy Group	Learning and Improvement Service Improvement Plan 2011/12
Children and young people feel safe and are safe	3	To remodel the common assessment (early intervention process) in line with Munro recommendations	AD Specialist Services	CYPS report to LSCB performance group/ Child's Journey group Operational Fitness Transformation group	LSCB Plan 2011
Best Start	4	Improve inspection outcomes for childminders As identified in our Ofsted Performance Profile	AD Learning and Improvement Services Interim led by AD Resources	Early Years Group	Learning and Improvement Service Improvement Plan 2011/12
Close the gaps	5	Improve the education progress/attainments of children in care As identified from our self assessment or our previous improvement plan	AD Specialist Services	Children in Care Partnership	Children and Young People in Care Plan 2011/13

Strategic Priority	Action focus		Responsible officer	Group Leading the work	Milestones Source
	6	Closing the gaps between the attainment of vulnerable learners and their peers at post 16 level 3 As identified from our self assessment and our Children's Service Assessment letter	AD Learning and Improvement Services Interim led by AD Resources	Excellence Strategy Group	Learning and Improvement Service Improvement Plan 2011/12
Celebrate and engage children and young people	7	To improve service provision to and case management of young offenders so that more achieve a positive outcome As identified in the outcome of the Her Majesty's Inspectorate of Probation Inspection	AD Localities and Partnerships	Youth Offending Management Group	YOS Improvement Plan
One Vision One Workforce	8	To review and redesign professional development to underpin implementation of a single and child centred system As a requirement of National policy development	AD Specialist Services	CYPS Training Board	CYPS Workforce Plan

9 TURNING THE CURVE INTELLIGENCE SHEETS

STRIVING FOR EXCELLENCE CYPS IMPROVEMENT PLAN 2011-12

Performance Measurement and Review

North Lincolnshire CYPS has a clear vision for outstanding services through continuous improvement, evidence of achievement; clarity of what effective intervention is and clear plans to support schools, services and settings improve. Striving for Excellence CYPS Improvement Plan 2011/12 sets out the 8 priority actions for CYPS mapped against the 6 strategic priorities of the Children and Young People's Plan 2010-13.

CYPS is a learning organisation and is open to any source of support that will help the service to achieve our ambition to deliver excellence.

Ofsted published a report highlighting the characteristics of outstanding CYPS.

Three key features were identified:

- Services that have a relentless focus on improvement
- Services that are working to improve standards for all children but with a clear focus on those who are vulnerable
- Services that have effective collection and use of data to underpin all improvement activity.

To ensure the CYPS delivers the required improvements for the priorities in the Improvement Plan CYPS has adopted the Turning the curve results based accountability methodology to ensure the service embrace these characteristics to deliver improvement for the priorities in the Striving for Excellence CYPS Improvement Plan 2011/12

The following pages present the intelligence sheets that underpin the turning the curve methodology for the priority actions.

Each intelligence sheet

- Details a specific description of the current situation (performance data)
- States explicitly what improvement is to be achieved
- States the current staff/resources that are to be directed to the task
- States the actions that must be taken to drive the improvement
- Gives a clear statement of what success will look like.
- Details the performance indicators used to objectively measure changes in performance.
- Sets a baseline in performance for any new indicators established.
- Sets a trend for indicators that have been in existence for some time
- Includes the performance of neighbouring authorities, statistical neighbours or English averages to act as comparators.
- Documents rate of performance for any indicators that are below those of comparators
- Targets are set for the improvement to be achieved and milestones will be identified to measure progress during the period of the Improvement Plan.

Reports of achievements in the priorities managed through turning the curve are made to the Senior Leadership Team on a quarterly basis. The timings of the quarters are set out below.

Quarter 3 11/12: October to December 2011;

Quarter 4 11/12: January to March 2012;

Quarter 1 12/13: April to June 2012;

Quarter 2 12/13: July to September 2012

Our Striving for Excellence Improvement Plan 2011-12 recognises that excellence is more than performance. The improvement recorded in the performance indicators is triangulated with:

- Perception information from users of the service as determined by our Participation Strategy.
- Information and feedback from representations compliments and complaints made to, or about the service
- External validation through sector led improvement or peer review as part of the Organisational Excellence strand of Shaping for Success
- The outcomes from Inspections of those services, which are regulated
- Quality assurance processes including audit of case management records.

CYPS STRATEGIC PRIORITY – Raise Aspirations																															
PRIORITY ACTION – Raise standards in attainment at primary phase (KS2) for level 4+ in both English and Mathematics																															
Officer Lead – AD Learning and Improvement (interim led by AD Resources)																															
<p>Current situation: 69% achieved both English and Mathematics subjects at level 4+. This is a declining trend from 2008.</p>	<table border="1"> <tr> <td style="background-color: #008000; color: white; text-align: center;">CSA RAG Rating Setting:</td> <td rowspan="2">Measure:</td> </tr> <tr> <td style="background-color: #FFA500; text-align: center;">CSA RAG Rating Supergroup:</td> </tr> </table>	CSA RAG Rating Setting:	Measure:	CSA RAG Rating Supergroup:																											
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<p>Story behind the baseline: Up until 2008 KS2 attainment was always close to the national average and often slightly above. In 2009 results fell by 3% to 69% and have remained at this level (2010 results were affected by the boycott of tests by some schools). National results have increased slightly over this period. Consequently the relative position of North Lincolnshire has fallen significantly. A small number (up to 3) of extra pupils per school achieving level 4 in both English and Maths would radically change the position of the authority. The proportion of pupils achieving level 4 in English is 78% and the proportion of pupils achieving level 4 in Maths is 77%. Both are slightly below the national average.</p>	<table border="1"> <tr> <td>Baseline</td> <td>2011</td> </tr> <tr> <td>Trend 2009-11</td> <td style="text-align: center;">➡</td> </tr> <tr> <td>Baseline Target</td> <td>75% of children achieving Level 4 or above in both English & maths (national floor standard is 60%)</td> </tr> <tr> <td>Excellence Target</td> <td>100% of children achieving Level 4 or above in both English & maths</td> </tr> <tr> <td>Rate</td> <td>No improvement shown</td> </tr> </table>	Baseline	2011	Trend 2009-11	➡	Baseline Target	75% of children achieving Level 4 or above in both English & maths (national floor standard is 60%)	Excellence Target	100% of children achieving Level 4 or above in both English & maths	Rate	No improvement shown																				
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<p>Health warning: The resources which support school improvement and attainment changed with effect from April 2011, with the demise of the National Strategies Team.</p> <p>The SATS (Statutory Test) are changing in nature from 2012 from the Governments response to Lord Bew's review of Key Stage 2 testing in 2011.</p>	<table border="1"> <thead> <tr> <th>Action Detail</th> <th>Who will be doing what</th> </tr> </thead> <tbody> <tr> <td>1 Identification and categorisation of schools for intervention to raise standards – using attainment data - below floor standards in both English and maths and also where there is a particular low performance in one subject.</td> <td>SS,GA,MW</td> </tr> <tr> <td>2 Prioritise Voluntary annual conversations to support and challenge those schools at risk of not meeting Key Stage 2 targets</td> <td>SS,GA,MW</td> </tr> <tr> <td>3 Implement 'One Child More' Initiative – one child more achieving level 4 in both English and Mathematics changes LA outcomes by 3%</td> <td>GA, MW</td> </tr> <tr> <td>4 Implementation of agreed deployment of resources e.g. lead teachers, local leaders to raise standards</td> <td>SS,GA,MW</td> </tr> <tr> <td>5 Keep the priority on the agenda through Working Together Differently meetings</td> <td>SS,GA,MW</td> </tr> <tr> <td>6 Individual tracking of progress of individual pupils and specific cohorts of pupils using O-track and planning intervention where trajectories are deviating from the agreed plan</td> <td>SS,GA,MW</td> </tr> </tbody> </table>	Action Detail	Who will be doing what	1 Identification and categorisation of schools for intervention to raise standards – using attainment data - below floor standards in both English and maths and also where there is a particular low performance in one subject.	SS,GA,MW	2 Prioritise Voluntary annual conversations to support and challenge those schools at risk of not meeting Key Stage 2 targets	SS,GA,MW	3 Implement 'One Child More' Initiative – one child more achieving level 4 in both English and Mathematics changes LA outcomes by 3%	GA, MW	4 Implementation of agreed deployment of resources e.g. lead teachers, local leaders to raise standards	SS,GA,MW	5 Keep the priority on the agenda through Working Together Differently meetings	SS,GA,MW	6 Individual tracking of progress of individual pupils and specific cohorts of pupils using O-track and planning intervention where trajectories are deviating from the agreed plan	SS,GA,MW																
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<p>Current situation: 52% achieved 5+A* to C including English and Mathematics (EM). These were the highest results achieved by North Lincolnshire and represent significant overall improvement. The target for %+ A* to C (EM) was 56%. The underachievement in maths in 5 schools had a significant impact on the overall performance within North Lincolnshire. The continued rise in standards for 5+A* to C - 86% in 2011, identifies significant improvements in the underlying curriculum offer and the LA is placed highly for this measure. The lower 5+ A* to C (EM) performance identifies performance in English and Mathematics as the key areas for further development.</p>	<table border="1"> <tr> <td style="background-color: #008000; color: white; text-align: center;">CSA RAG Rating Setting:</td> <td style="text-align: center;">Measure:</td> </tr> <tr> <td style="background-color: #FFA500; text-align: center;">CSA RAG Rating Supergroup:</td> <td> <table border="1"> <tr> <td>Baseline</td> <td>2011</td> </tr> <tr> <td>Trend 2009-11</td> <td style="text-align: center;">↑</td> </tr> <tr> <td>Baseline Target</td> <td>60% of children achieving 5+ A*-C including English & maths (national floor standard is 35%)</td> </tr> <tr> <td>Excellence Target</td> <td>100% of children achieving 5+ A*-C including English & maths</td> </tr> <tr> <td>Rate</td> <td>Slight improvement on previous year</td> </tr> </table> </td> </tr> </table>	CSA RAG Rating Setting:	Measure:	CSA RAG Rating Supergroup:	<table border="1"> <tr> <td>Baseline</td> <td>2011</td> </tr> <tr> <td>Trend 2009-11</td> <td style="text-align: center;">↑</td> </tr> <tr> <td>Baseline Target</td> <td>60% of children achieving 5+ A*-C including English & maths (national floor standard is 35%)</td> </tr> <tr> <td>Excellence Target</td> <td>100% of children achieving 5+ A*-C including English & maths</td> </tr> <tr> <td>Rate</td> <td>Slight improvement on previous year</td> </tr> </table>	Baseline	2011	Trend 2009-11	↑	Baseline Target	60% of children achieving 5+ A*-C including English & maths (national floor standard is 35%)	Excellence Target	100% of children achieving 5+ A*-C including English & maths	Rate	Slight improvement on previous year																
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<p>Story behind the baseline: Standards have risen by 10% for 5+ A* to C (EM) and 25% for 5+ A* to C since 2008. The lower than expected result for the latter figure in 2011 was due to performance in Mathematics in 5 schools. In 2011, 18% of pupils achieved 4 GCSE's including one of English and Maths. The conversion of the other subject would have placed North Lincolnshire above the National Average.</p>	<table border="1"> <caption>Pupils achieving 5+ A*-C Grades including English & maths at the end of Key Stage 4</caption> <thead> <tr> <th>Year</th> <th>LA</th> <th>SN</th> <th>Eng</th> <th>Base Target</th> <th>Exc. Target</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>45</td> <td>49</td> <td>50</td> <td>56</td> <td>100</td> </tr> <tr> <td>2010</td> <td>52</td> <td>55</td> <td>54</td> <td>64</td> <td>100</td> </tr> <tr> <td>2011</td> <td>52</td> <td>57</td> <td>58</td> <td>58</td> <td>100</td> </tr> <tr> <td>2012</td> <td></td> <td></td> <td></td> <td>60</td> <td>100</td> </tr> </tbody> </table>	Year	LA	SN	Eng	Base Target	Exc. Target	2009	45	49	50	56	100	2010	52	55	54	64	100	2011	52	57	58	58	100	2012				60	100
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<p>Current situation (August 2011): 68% of North Lincolnshire primary schools are judged by Ofsted as good or better.</p>	<table border="1"> <tr> <td>CSA RAG Rating Setting 68%</td> </tr> <tr> <td>CSA RAG Rating Supergroup 72%</td> </tr> </table>	CSA RAG Rating Setting 68%	CSA RAG Rating Supergroup 72%																												
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<p>Story behind the baseline: There were no schools in Ofsted categories (Special Measures) at the end of the Summer Term 2011. There are 28 school inspections due in the 2011/12 year. Of these 1 is outstanding, 21 are good and 6 are satisfactory. In order to prioritise resources in the form of the Annual Conversation, schools have been categorised based on relevant data and information. There are 5 categories which schools have been allocated to. Support to be offered to 'good' and 'satisfactory' schools which may be at risk of decline. The council is considering the possibility of purchasing an early inspection where a school is felt to have moved from 'satisfactory' to 'good'.</p> <p>Partners: North Lincolnshire schools, Ofsted, the DfE</p> <p>Health warning: There will be a new Ofsted Inspection Framework from January, which could impact on the overall judgements. The inspection cycle is no longer based on each school being inspected once every three years. The frequency of inspection depends on the most recent Ofsted judgement, and could be as infrequently as once every five years for outstanding schools, or more regularly for schools judged satisfactory or unsatisfactory. If the schools that have been identified as being due for inspection are then not inspected in the next academic year, then the forecast trajectory will no longer apply. If primary schools opt to become Academies, the overall cohort will reduce and trend data and trajectories are likely to be skewed.</p>	<p>Measure:</p> <table border="1"> <tr> <td>Baseline</td> <td>2011</td> </tr> <tr> <td>Trend 2009-11</td> <td style="text-align: center;">↓</td> </tr> <tr> <td>Baseline Target</td> <td>80% Good or Outstanding</td> </tr> <tr> <td>Excellence Target</td> <td>100% Good or Outstanding</td> </tr> <tr> <td>Rate</td> <td>The rate of improvement depends on converting those schools which are currently not rated as 'good' to being judged as 'good' or 'outstanding' and those rated as 'Good' retaining at least 'Good'</td> </tr> </table>	Baseline	2011	Trend 2009-11	↓	Baseline Target	80% Good or Outstanding	Excellence Target	100% Good or Outstanding	Rate	The rate of improvement depends on converting those schools which are currently not rated as 'good' to being judged as 'good' or 'outstanding' and those rated as 'Good' retaining at least 'Good'																				
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CYPS STRATEGIC PRIORITY – Raise Aspirations

PRIORITY ACTION – Improve Inspection Outcomes for Secondary Schools
Officer Lead – AD Learning and Improvement (interim led by AD Resources)

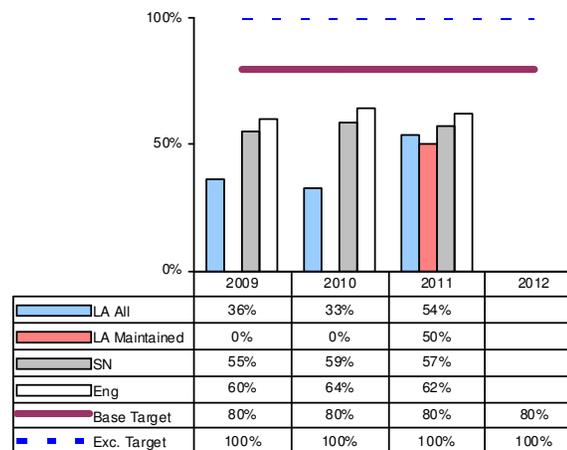
Current situation (August 2011):
 50% of North Lincolnshire maintained secondary schools are judged by Ofsted as good or better. (6 out of 12) 100% of academies are judged good or better (1 out of 1). Which is 54% overall.

CSA RAG Rating Setting	50%
CSA RAG Rating Supergroup	54%

Measure:

Baseline	2011
Trend 2009-11	↑
Baseline Target	80% Good or Outstanding
Excellence Target	100% Good or Outstanding
Rate	The rate of improvement demonstrates that schools are improving. The rate is influenced by the timing of ofsted inspections.

Percentage of Secondary Schools judged good or outstanding



Story behind the baseline:
 As at November 2011 the school in special measures is now judged as Good. There are 4 school inspections due in the 2011/12 academic year. One of these schools is opting for Academy status. 2 Of these schools are currently good. Overall 1 school is in an Ofsted category, 3 schools of concern, 1 school with a subject of concern, No schools below floor standards, 2 schools vulnerable to falling below floor standards. 3 schools satisfactory and improving, 5 good or outstanding schools striving for excellence. Support to be offered to 'good' and 'satisfactory' schools which may be at risk of decline. Possibility of purchasing an early inspection where a school is felt to have moved from 'satisfactory' to 'good'.

Partners:
 North Lincolnshire schools, Ofsted, the DfE

Health warning:
 There will be a new Ofsted Inspection Framework from January, which could impact on the overall judgements. The inspection cycle is no longer based on each school being inspected once every three years. The frequency of inspection depends on the most recent Ofsted judgement, and could be as infrequently as once every five years for outstanding schools, or more regularly for schools judged satisfactory or unsatisfactory. If the schools that have been identified as being due for inspection are then not inspected in the next academic year, then the forecast trajectory will no longer apply. As more secondary schools opt to become Academies, the overall cohort will reduce and trend data and trajectories are likely to be skewed. The super group information will be updated when academies are inspected.

Action Detail	Who will be doing what
1 Identification of Schools of Concern based on published criteria in order to implement the School of Concern Policy resulting in appropriate challenge, support and intervention for schools at risk of underachievement or falling below floor standards	Head of Effectiveness, TH
2 Effective Voluntary Annual Conversation with Schools	Head of Effectiveness, TH
3 SSAT strategy to source outstanding practice	Head of Effectiveness, TH
4 Review of partnership boards	Head of Effectiveness, TH
5 Ensure that schools are up to date with the requirements of the Ofsted Inspection process. Training provided for school leadership and Governing bodies	Head of Effectiveness, TH, MW

What will success look like:
 For Children and Families in North Lincolnshire:
 All young people in North Lincolnshire are educated in schools that are good or better.
 For the Children & Young People's Service:
 Targets for improvement will have been achieved showing progress towards achieving excellence
 For Ofsted Inspections:
 Ofsted outcomes will be improving and will be in the "green" band. This will be external validation of quality

References and Links: The Learning & Improvement Plan 2011/12, Ofsted website <http://www.Ofsted.gov.uk/>, Ofsted Framework for the Inspection of Maintained Schools in England from September 2009

Monitoring and Accountability: Quarterly monitoring via CSA Performance Review and L&I Performance Review

CYPS STRATEGIC PRIORITY – Children and Young People Feel Safe and Are Safe

PRIORITY ACTION – To remodel the common assessment (early intervention process) in line with Munro recommendations

Officer Lead – AD Specialist Services

Current situation:
 Less than 10 percent of referrals come to Social Work Services with evidence of CAF.
 Less than 10 percent are deemed not to require assessment.

No's of referrals by CAF
 No's of those No Further Action

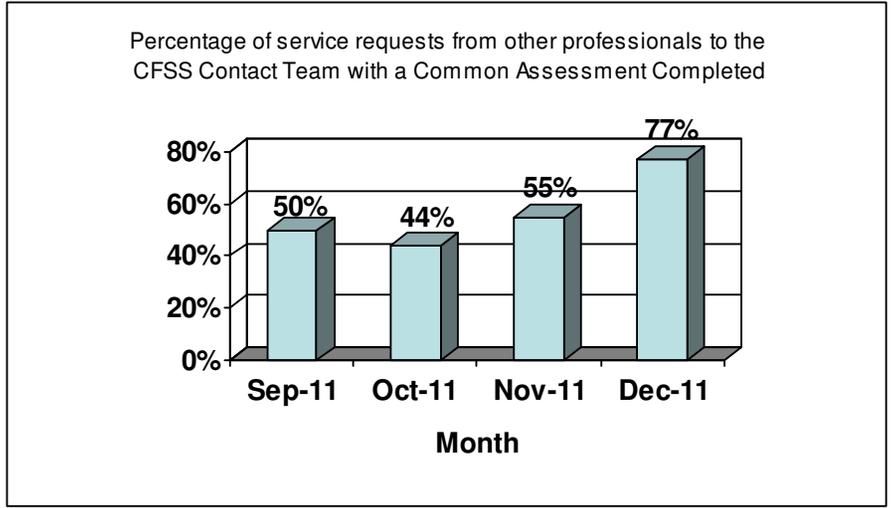
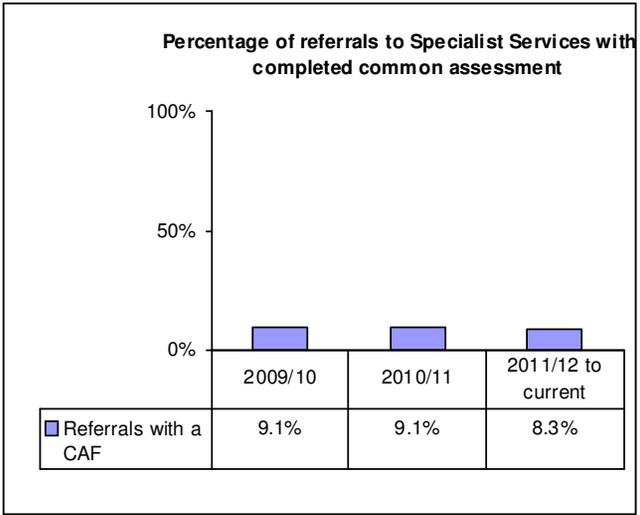
Story behind the baseline:
 A proportion of children are referred by agency to social work services where there is no common assessment or outline of intervention at a preventative level. However less than 10% result in No Further Assessment (NFA).
 Parents and professionals indicate that assessments are taking place and the professional working with the child and family are best placed to deliver this. Early review of CFSS Contact Team taking referrals from other professionals indicates that in an increasing proportion of cases, a common assessment has been completed. The proportion reached 77% in December 2011.

Partners:
 Localities and partnerships (Children & Family Support Services)
 Learning and Improvement (EPS)
 Specialist Service (Education Welfare Service, Personalised Learning Assistant, Social Care)
 CAMHS, NLAG Community nursing
 Police, Probation ,IOM,
 Voluntary Sector (GEB) and volunteers
 Transformation Partnership

Health warning:
 Numerators and denominators will have to be agreed locally in anticipation of Munro finalisation

Measure:

Baseline	2010	
Trend	→	Figures have remained constant however below expected
Baseline Target		
Excellence Target		
Rate		



Action Detail		Who will be doing what
1	To remodel the early assessment and intervention model that underpins the Early Offer of help to vulnerable children and families. To use task and finish approach involving multi agency colleagues.	Susan Twemlow
2	To enhance the performance measurement and management of the assessment and intervention process.	Susan Twemlow
3	To hold a square table event chaired by the DCS to energise a senior officers group to secure partnership understanding of issues that effect assessment and intervention at a preventative level.	Denise Hyde

What will success look like for:
 For Children and Families in North Lincolnshire:
 Children and families feel safer and more supported in North Lincolnshire.

 For the Children & Young People's Service:
 More children managed within preventative services.
 Less Children having to have statutory intervention via CiN or CP system.
 Less children experiencing family breakdown

 For Ofsted Inspections:
 The council is judged outstanding by OfSted from its Announced and Unannounced inspections

References and Links: LSCB plan 2011, CYPP 2010-2013 (Organisational Model)

Monitoring and Accountability: CYPS quarterly monitoring, Quarterly Performance Review to LSCB .

CYPS STRATEGIC PRIORITY – Best Start

PRIORITY ACTION - Improve inspection outcomes for Childminders

Officer Lead – AD Learning and Improvement (interim led by AD Resources)

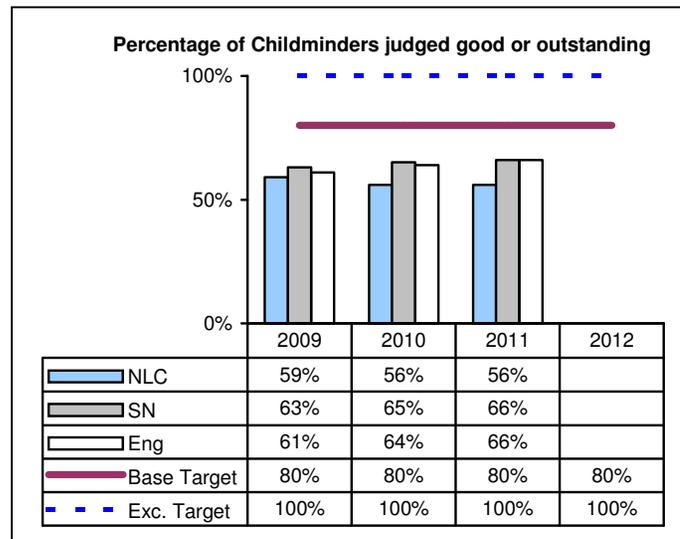
Current situation:
39 Childminder Inspections were expected in 2010-2011 based on the duration since last inspection. These were not undertaken and therefore are expected to happen in 2011-12. A further 39 Childminder inspections due 2011-2012 based on the duration since last inspection.

CSA RAG Rating Setting
56%

CSA RAG Rating Supergroup
59%

Measure:

Baseline	2011
Trend 2009-11	 3% decrease in performance for North Lincs since 2009, performance maintained 2010-11
Baseline Target	65% Good or Outstanding
Excellence Target	100% Good or Outstanding
Rate	No change in performance from 2010 to 2011.



Story behind the baseline:
Our local experience shows that new childminders who actively engage in our training programme are more likely to be judged good by Ofsted Inspectors. The childminders who enter into the Steps to Quality programme and who become actively involved in our child minder networks based in local children's centres are more likely to be judged good by Ofsted Inspectors. Childminders engage more readily with peer childminders than LA officers and are more likely to access the support available through the annual voluntary conversations. More encouragement to engage in this support will improve the future inspection outcomes. Trajectory Summer 2012 74% good or better assuming the above number of inspections are undertaken. Although behind statistical neighbours all ECM outcomes are above or very near 65% and green.

Partners:
Early Years
Sufficiency Team
Research & Information Team
Family Information Service
Localities & Partnerships
Family Information Service

Health warning:
Overdue Ofsted inspections are impacting the refresh of the CSA Profile.
NCOR taken out increases to 58%
Indirect influence – some may choose not to engage

Action Detail	Who will be doing what
1 Encourage and support providers to achieve 'Steps to Quality' by increasing engagement through childminder network support and peer childminder who have been judged good or outstanding.	Ann Spencer, Ann Hume
2 Develop inspection readiness for Childminders	Ann Spencer, Ann Hume
3 Identify those childminders who would benefit from further engagement and prioritise annual voluntary conversations with those child minders who may not secure or sustain a good Ofsted judgement.	Ann Spencer, Ann Hume

What will success look like for:
For Children and Families in North Lincolnshire:
Children in North Lincolnshire have access to more high quality 'excellent' child minders offering the best start to a child's early years.
For the Children & Young People's Service:
CYPS support and interventions to childminders is making a positive impact on the provision of services to the Children in North Lincolnshire
For Ofsted Inspections:
All childminders aspire to be rated good or better enabling them to improve the life chances for children and young people.

References and Links: Learning & Improvement Plan 2011/12

Monitoring and Accountability: Quarterly monitoring via Ofsted Performance Profile and L&I Performance Review and CYPS QPR

CYPS STRATEGIC PRIORITY – Close the Gaps

PRIORITY ACTION – Improve the education progress/ attainments of Children in Care

Officer Lead – AD Specialist Services

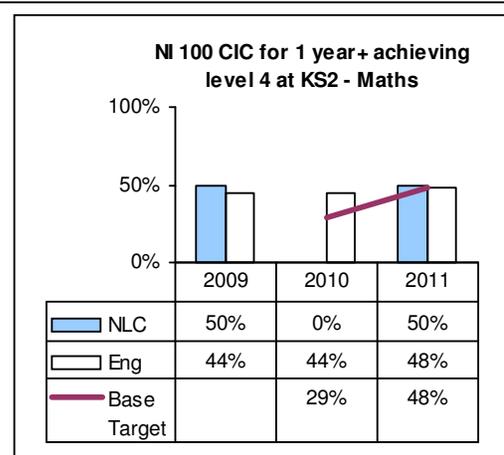
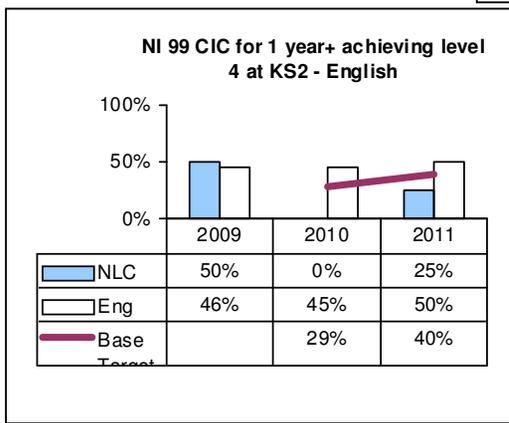
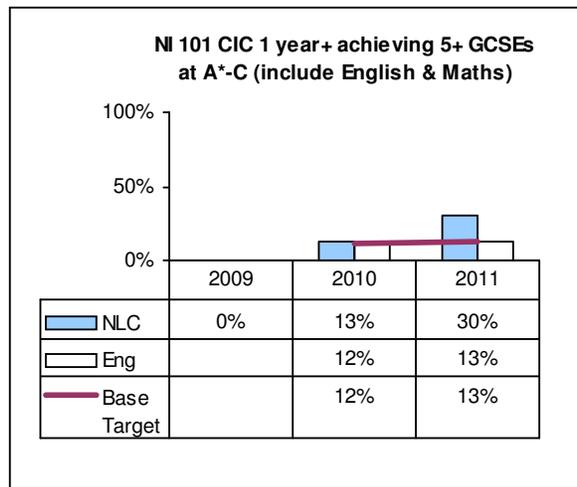
Current situation:
 Children in Care are making educational progress however they continue to fall below their peers. Children in Care attainments in GCSEs have improved however could have been better, equally with SATS results.
 Training has been delivered to social workers and designated teachers in order to enable participants to have a greater awareness of the role of the designated teacher and Social Worker in PEP planning and other meetings, how and why to consult children and young people and the importance of working effectively with other professionals.
 A Quality Assurance tool for PEP's has been developed to assist in maintaining the quality of process/practice. Representatives from Social Work Services and Education colleagues meet on a termly basis to monitor the quality of PEPs. The Early Years PEP has been developed to support looked after children in private, voluntary and independent settings from the age of 3 years.
 The virtual head teachers were appointed to the role in September 2011. Both have completed a thorough induction programme across the service/organisation in order to fully understand the CIC processes and issues those children and young people in care face.

GCSEs

SATS

Measure:

Baseline	2011	
Trend	→	Attainment and progress as improved however not met projection
Baseline Target	13%	
Excellence Target	60%	
Rate		



Story behind the baseline:
 Attendance of Children in care at school is over 95% and in line with their peers. 18% of children achieved 5 A*-C inc Eng and Maths, an improvement on previous years.
 Results at KS2 were variable with 25% achieving in line with their peers, however the rate of progress from starting points was good.
 Children's emotional and behavioural situations often impacting upon projected or possible attendance of a few children in small cohorts. All young people from Year 9 onwards are prioritised for Information Advice and Guidance, in order to improve and support children in care in the secondary phase to ensure correct course direction.

Partners:
 Localities and partnerships (CFSS)
 Learning and Improvement (EPS)
 Specialist Service (Education Welfare Service, Personalised Learning Assistant, Social Care)
 CAMHS, NLAG Community nursing
 Police, Probation, IOM,
 Voluntary Sector (CEB) and volunteers

Health warning:
 Complex Situations and small numbers will reflect upon this.

Action Detail		Who will be doing what
1	To continue to use the personal education plan to set ambitious targets and recognise the development the child/young person is making. Implement the Early Years PEP.	Ann-Marie Brierley/Julie Frost
2	Ensure that the virtual school for CIC contributes and oversees CIC education in order to support increased academic achievement and remove barriers to learning.	Mick Gibbs/ Executive Head Teacher
3	The virtual school works to enable effective delivery of education services and support for Children in Care at a strategic and operational level.	Mick Gibbs/ Executive Head Teacher

What will success look like for:
 For Children & Young People in North Lincolnshire:
 Children in Care achieve their true potential.

For Children & Young People's Service:
 Increased progress from starting points
 Barriers to learning are identified and interventions are put in place
 Increased numbers of CIC achieving in line with their peers at GCSE level and Key Stage 1 and 2.
 Maintained good standards of school attendance
 0 CIC excluded from schools
 Virtual Heads and school fully active in supporting the improvement of CIC's education

For Ofsted inspections:

References and Links: SS Improvement Plan 2011-12, CIC Plan

Monitoring and Accountability: CYPS quarterly monitoring, CIC strategy Group

CYPS STRATEGIC PRIORITY – Close the Gaps																					
PRIORITY ACTION – Closing the gaps between the attainment of vulnerable learners and their peers at post 16 Level 3																					
Officer Lead – AD Learning and Improvement (interim led by AD Resources)																					
<p>Current situation: 2010 /11. FSM @15 Level 2 gap = 33%, FSM @ 15 Level 3 gap at 19 = 34% LDD Gap figures = Although the figure of not known is very similar at 11% compared to 10.2%, the percentage that are NEET is nearly twice that of the whole cohort at 11.9%. The percentage in learning is considerably lower at 73.9%. NEET Figures = The Nov-Jan average for 2010-11 was 7.6% (a reduction on previous year's figure of 9.2%). At the end of March 2011 the % of 16-18 year olds who were NEET was 7.9%. The percentage of not known at the end of March was 4.9%. As at November 2011 % of 16-18 year olds who were NEET was 6.5%</p>	Education stats	<p>Measure:</p> <table border="1"> <tr> <td>Baseline</td> <td colspan="2">2010</td> </tr> <tr> <td>Trend</td> <td>→</td> <td>The latest figure of 6.5% represents an improvement from last year. However the 3 month average is not available until Feb 2012</td> </tr> <tr> <td>Baseline Target</td> <td colspan="2">7%</td> </tr> <tr> <td>Excellence Target</td> <td colspan="2">4.5%</td> </tr> <tr> <td>Rate</td> <td colspan="2"></td> </tr> </table>		Baseline	2010		Trend	→	The latest figure of 6.5% represents an improvement from last year. However the 3 month average is not available until Feb 2012	Baseline Target	7%		Excellence Target	4.5%		Rate					
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<p>Story behind the baseline: Approx 18% of post-16 learners are identified as LDD (16% nationally). There are often multiple indicators of vulnerability (e.g. LDD, FSM, CiC, potential NEET). The impact of the recession and lack of job/apprenticeship opportunities is still being felt by young people with high NEET numbers at 18. ESF provision with flexible starts has helped providing options for some young people (particularly vulnerable groups) who drop out midyear</p>																					
<p>Partners: Localities and partnerships (CFSS) Learning and Improvement (IAG, EPS) Specialist Service (Education Welfare Service, Personalised Learning Assistant, Social Care) Post 16 providers e.g. colleges, 6th forms, work based learning providers, ESF providers and schools and other settings pre-16. Post 16 LDD provider network, ESF Exec. Steering Group</p>																					
<p>Health warning: The calculation for NEET and not known changed April 2011 coinciding with migration of data to Capita One IYSS. The measure is now based on academic age and residency and will affect both the NEET and not known percentages as North Lincolnshire historically has a net inward migration of students to its colleges from outside the area – based on DfE calculations the number of NEETs in the cohort would rise to 562 (8.5%) and not knowns rise to 8.0%. Reshaping of the IAG team is required to meet needs of vulnerable young people including NEETs with a corresponding reduction in universal careers IAG ahead of the changes to school/college responsibility 2012.</p>																					
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Action Detail		Who will be doing what	<p>What will success look like for:</p> <p>Children & Families in North Lincolnshire: Vulnerable learners achieve their potential in education,</p> <p>Children & Young People's Service: More vulnerable learners will be supported to achieve their potential post sixteen</p> <p>1) Increased range and flexibility of provision to meet needs of vulnerable learners (personalised). 2) Reduced drop out of vulnerable young people (e.g. LDD) 3) Improved 'support' offer within providers and better links with external support. 4) Take-up of 16-19 Bursaries to support financial need / hardship. 5) Improved Transitions</p>
1	Improve data sharing and analysis in relation to post-16 vulnerable learners and their progress to inform support and provision development (including quality).	Julie Lane (11-19 Group / Commissioning & Resources Group / SEN LDD)	
2	Increase the number, quality and flexibility of learning provision for vulnerable learners building upon the current matrix of provision.	Julie Lane (11-19 Group / Commissioning & Resources Group / SEN LDD)	
3	Develop robust monitoring and tracking systems to ensure that timely and appropriate support is in place for vulnerable learners and that individual need is appropriately communicated / used. Work with schools and post 16 providers to identify and then support potential NEET young people and those vulnerable to progression	Julie Lane/Gill Brown (11-19 Group / SEN LDD)	
4	Profile NEETs including vulnerabilities e.g. CIC/LDD etc to understand their needs and continue to reduce numbers of young people who are NEET & not known through liaison with providers and tracking using follow up phone calls, letters and outreach in a more targeted and focussed way	Julie Lane/Gill Brown (Better Education for NEETs & Offenders Group/ IAG Team)	
<p>References and Links: Excellence Strategy – Vulnerable Learners, Specialist Services Improvement Plan, 2011/12 Statement of Need.</p>			<p>Monitoring and Accountability: CYPS quarterly monitoring.</p>

CYPS STRATEGIC PRIORITY – Celebrate and Engage Children and Young People
PRIORITY ACTION – To improve service provision to and case management of young offenders so that more achieve a positive outcome
Officer Lead – AD Localities and Partnerships

Current situation:
 Performance is in-line with 2010/11. Total number of cases has reduced and those that we do have are more complex. Comparison with last year's performance profile would indicate maintenance of this improvement journey.

RAG Rating
 9.4%

Story behind the baseline:
 2009/10 – 28 young people in custody out of 366 sentences (7.7%); 2010/11 – 31 out of 273 (11.4%); 2011/12 prediction – 24 out of 254 (9.4%).
 The number of young people in the YOS has reduced .The number of sentences has also reduced.
 The number of young people going into custody has been increasing slightly but the impact on the percentage is greater because there are fewer sentences.
 At Quarter 2 there is evidence of some improvement with fewer young people (24) in custody although the rate is still too high,

Partners:
 Localities and partnerships (CFSS)
 Learning and Improvement (EPS)
 Specialist Service (Education Welfare Service, Personalised Learning Assistant, Social Care)
 CAMHS, NLAG Community nursing
 Police, Probation ,IOM,
 Voluntary Sector (CEB) and volunteers

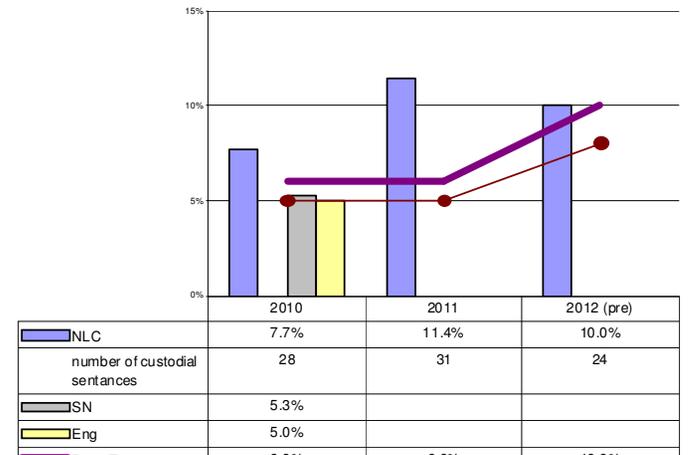
Health warning: Methodology for recording NI 43 will change to rate per 1000. Small service percentage rates disproportionate impact

Measure:

Baseline	2009/10	
Trend	→	Percentages show an increase but there has been a decrease in the actual numbers
Baseline Target	10%	
Excellence Target	8%	
Rate		

2009/10 Quartiles		
Quartile	Percentage	NL
Upper	0% - 3.6%	
Upper middle	3.7% - 5.2%	
Lower middle	5.3% - 7.3%	
Lower	7.4%+	←

Percentage of Young people receiving a conviction in court who are sentenced to custody.
 *2011 SN and National Data not yet published



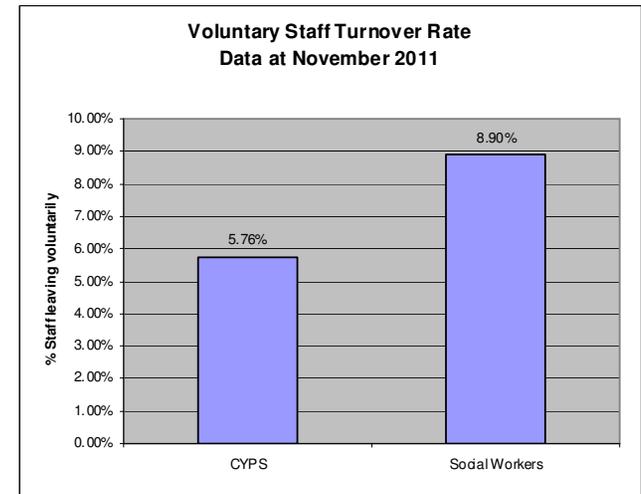
Action Detail	Who will be doing what
1 To implement the recommendations from the review of custody cases and management undertaken by the Prison Reform Trust by March 2012	Sue Sheriden small implementation group to deliver action plan
2 To increase the effectiveness of assessing a young person's likelihood of re offending and the effectiveness of managing those cases most likely to re offend by December 2011	Sue Sheriden and the operational managers of the YOS and the work of the IOM.
3 To meet with the Magistrates to identify how Pre Sentence Reports can be improved by February 2012	Sue Sheriden with support of DH and ST to organise a reception for the local magistrates

What will success look like:
 Children & Families within North Lincolnshire:
 Young Offenders understand and take positive actions not to reoffend.
 Young Offenders achieve their potential.
 Children & Young People's Services:
 More young offenders will have a positive outcome
 More identified first time offenders diverted successfully through the Respect Initiative.
 More younger siblings of young offenders engaged in positive activities through effective family support (CFSS)
 More young offenders managed through community sentences
 More young offenders complying with their sentences through effective management of breach procedure
 More young offenders engaged in education training or employment
 More young offenders attending and completing accredited training courses
 Ofsted Inspections:

References and Links: YOS Improvement Plan Youth Justice Plan 2011-12

Monitoring and Accountability: CYPS quarterly monitoring, Quarterly report to YOMB.

CYPS STRATEGIC PRIORITY – One vision one workforce																	
Priority Action – To review and design professional development to underpin implementation of a single and child centred system																	
Officer Lead – AD Specialist Services																	
<p>Current situation: Staff have been brought together as a new service to underpin the single organisational model to achieve a consistent approach from early identification and intervention through to specialist services. A full training and development plan is in place, and a Workforce Plan for CYPS that responds to the CT Workforce Strategy.</p> <p>We have developed a single Practice Development Team to ensure that there is one workforce plan that underpins the child’s journey and is built upon engagement, child development, evidence based intervention and resulting in positive change,</p>	<p>Front line staff</p>	<p>Measure: Reduction in staff turnover – a) CYPS Reduction in staff turnover – b) Social Workers</p> <table border="1" data-bbox="852 349 1278 784"> <tr> <td>Baseline</td> <td colspan="2">September 2011</td> </tr> <tr> <td>Trend</td> <td style="text-align: center;">⇒</td> <td>Trend not yet established. This is a new indicator derived from the Munro recommendations</td> </tr> <tr> <td>Baseline Target</td> <td>a) 4%</td> <td>b) 8%</td> </tr> <tr> <td>Excellence Target</td> <td>a) 3%</td> <td>b) 7%</td> </tr> <tr> <td>Rate</td> <td colspan="2">N/A</td> </tr> </table>	Baseline	September 2011		Trend	⇒	Trend not yet established. This is a new indicator derived from the Munro recommendations	Baseline Target	a) 4%	b) 8%	Excellence Target	a) 3%	b) 7%	Rate	N/A	
Baseline	September 2011																
Trend	⇒	Trend not yet established. This is a new indicator derived from the Munro recommendations															
Baseline Target	a) 4%	b) 8%															
Excellence Target	a) 3%	b) 7%															
Rate	N/A																
<p>Story behind the baseline: Munro emphasises the importance of stability of relationships between children and workers. A low turnover rate can act as a lead indicator to measure this stability. The current system builds in changes of worker for children at various stages in their involvement with our services. We want to address this by revising systems to remove unnecessary changes and improving staff retention (i.e. lowering turnover) to improve expertise and stability. Part of improving staff retention is to provide a supportive professional environment which values training and development, provides good supervision and allows for progression</p>																	
<p>Partners: Localities and partnerships (CFSS) Learning and Improvement (EPS) Specialist Service (Education Welfare Service, Personalised Learning Assistant, Social Care) CAMHS, NLAG Community nursing Police, Probation ,IOM, Voluntary Sector (CEB) and volunteers</p>		<p>Other measure to be developed: Number of changes of case manager experienced by a child during each intervention. This is a Munro indicator and specific guidance is awaited on the proposed definition.</p>															
<p>Health warning: Capacity relies upon a commitment from NHS NL. Current Cabinet review of training function may have an impact on levels of training & development support. Turnover rate will not act as a proxy measure if management does not focus on consistency of case worker</p>																	



Action Details:		
Action Detail	Who will be doing what	
1	Revise systems to remove unnecessary changes of worker	MG will lead the Operational Fitness Transformation Group, which will address a review of the system.
2	Produce a staff best practice guide informed by nationally recognised interventions and which fit our vision and ambitions	Safeguarding and Practice Development Team will oversee the production of the best practice guide. Staff will be involved in its production as far as possible.
3	Apply consistency in case audit/quality assurance systems/ methodology to ensure that workers lead and maintain involvement with the child and family	Clear audit framework is in place. AD (L&P) to ensure the framework is established within L&P services
4	Introduce where possible retention initiatives to reduce staff turnover and retain experience	MG to coordinate initiatives
References and Links: CYPS Workforce Plan 11/12, Specialist Services Training Plan 11/12, Localities and Partnerships Training Plan 11/12 and LSCB Training Plan 11/12		<p>What will success look like:</p> <p>Children & Families in North Lincolnshire: Children & Families are supported by early intervention and appropriate support to lead a full and successful life.</p> <p>Children & Young People's Services: Staff turnover rate will reduce Consistency of adults working with children and families Experienced and skilled workers at all levels Improved perception from children and families</p> <p>Ofsted Inspections:</p>
		Monitoring and Accountability: CYPS quarterly monitoring

10 ACCOUNTABILITY FOR IMPROVEMENT

The AD with responsibility for a task group ensures:

- The groups meet monthly
- Provides an Improvement update report to the Senior Leadership Team on a quarterly basis
- Provides exception reports to the DCS where there is a deviation from the expected trajectory

11 WIDER IMPROVEMENT ARRANGEMENTS

In addition to the CYPS Striving for Excellence Improvement Plan each arm of the service has their own Service Improvement Plan. Each Assistant Director is responsible for driving and sustaining improvement in their own service areas. The improvement framework for each service area includes

- The ambition for each group on the Ofsted Performance Profile to be reported green with at least 65% of all services settings and schools judged good or better
- The specific contribution of each service area to the CYPS plan
 - Raising Aspiration
 - Stay Safe
 - Close the Gap
 - Best Start
 - Celebrate and Engage Children and Young People
 - One Vision One Workforce
- The specific contribution of each service area to implementing the Munro recommendations

There are Improvement Plans for Learning and Improvement, Localities and Partnerships, Specialist Services and Resources. Achievement and progress against the improvement plans will be subject to quarterly performance reviews.

12 PERFORMANCE IMPROVEMENT FRAMEWORK

The Performance Improvement Framework has two tiers (Appendix 2)

The first tier is concerned with the CYPS Striving for Excellence Improvement Plan 2011-12. This tier focuses on the eight priorities (set out in section 7) and requires a cross service approach to deliver the improvement. The Assistant Director leading the work on the priority, reports quarterly on the progress being made using the turning the curve methodology to the Senior Leadership Team Quarterly Performance Review.

The second tier is concerned with the individual Service Improvement Plans 2011-12. There is a well-established Quarterly Performance Review process in the direct service delivery arms of the CYPS. The Resources Service is to commence this process. The QPR will review:

- Progress against Service Improvement Plans
- Performance against comparators
- Rates and trends in improvement
- Impact of inspection outcomes on the Ofsted performance profile
- Progress on implementing the Child's Journey

The QPR includes participation and perception information about the service and considers the implications for ongoing service improvement.

The QPR includes the outputs of the Monthly Activity reviews of service led by the team managers. These monthly meetings will consider service activity, compliance with procedures, complaints compliments and service user views and ensure data quality.

The QPR meetings are chaired by the Assistant Director and attended by the managers who report directly to the ADs and may be attended by the DCS.

The AD provides an intelligence summary to the Senior Leadership Team QPR so that impacts of performance in one service area can be understood in the context of the wider CYPS.

Further enhancements to the Performance Improvement Framework have agreed the introduction of six weekly Service Management Review. These will be chaired by the AD and attended by Service/Locality Managers and Team Managers.

The focus of these 6 weekly meetings is to scrutinise and review the:

- Single Action plan as it relates to their service area
- Service management Information (sickness absence, professional development finance, risk, practice/ policy issues)
- Quality Assurance outputs (information set out in section 13)
- Development of action plans required to address any issues identified at the meeting and to include these in the single action plan.

The output of the Service Management Review Meeting will be to identify any cross cutting issues. These cross cutting issues identified at the single Service Management Review meeting are reported to the Senior Leadership Team for action and resolution as part of the Service Update agenda item.

The scrutiny of the Single Action Plan will ensure our commitments to partnership plans eg LSCB, CYPP are fulfilled and our commitments to CYPS Plans and Strategies are fulfilled eg: Participation Strategy, Workforce Strategy.

13 QUALITY ASSURANCE FRAMEWORK

The Striving for Excellence Improvement Plan is concerned with WHAT we need to do to improve services for local children and young people.

The Performance Improvement Framework is concerned with HOW MUCH we have achieved and how much more we need to do.

The Quality Assurance Framework is concerned about HOW WELL we provide our services.

There are three strands to Quality Assurance Framework (Appendix 3)

1. Quality Assurance of individual cases within service areas.
2. Quality Assurance of decision making through a Moderation Panel process in a multi disciplinary/ multi agency context.
3. Quality Assurance of the Child's Journey. This is an emerging area requiring further development.

13.1 Quality Assurance Strand 1 Individual Cases

The Team Leader, as an integral part of the monthly supervision arrangements of case holders, audits an agreed number of open cases per month using an agreed audit tool. The Team Manager, as part of the monthly supervision arrangements, audits an agreed number of the cases audited by the team leaders. This offers a quality control process to ensure consistency of approach across the service area.

The Service or Locality Manager meets with the team managers and using an agreed audit tool audits a dip sample of previously audited cases and live cases. The Service/Locality Manager will report on emerging themes from the cases audited that have implications for training, practice, procedures and policy. Examples of good practice will also be highlighted.

The Assistant Director will review the reports from all Service/Locality Managers and consider implications, actions and their impact.

The Director for Children and Young People's Service will meet with Assistant Director and Service/Locality Managers and will randomly review a small sample of the audited cases and will audit a live case on a random basis.

This process is well established in Specialist Services and the Educational Psychology Service has a peer supervision model in place that will be refined to meet this framework. The services within Locality and Partnerships started to introduce and implement the Quality Assurance Framework in November 2011.

In parallel and to bring an independent view to the quality assurance process the Head of Safeguarding will dip sample case audits undertaken by the Team Leaders or Team Managers both previously audited and live cases. The Head of Safeguarding will report to the Director for Children and Young People's Service on findings. Director for Children and Young People's Service may choose to dip sample cases audited by the Head of Safeguarding.

13.2 Quality Assurance Strand 2 Multi disciplinary /Multi Agency Moderation

Specialist Services have a long established process of moderation. The purpose is to identify what has worked well in the management of a case and consider how our collective work could have been even better.

Individual cases are notified to the Chair of the Moderation Panel. Cases for consideration may be identified through:

- Random Selection
- The Quality Assurance for individual cases
- Compliments, complaints or concerns received by the service
- The Performance Improvement Framework
- Staff request
- Positive selection of YOS cases

The Chair will advise multi agency panel members of the cases to be considered so cases records can be brought to the meeting. Panel members have included Police family protection Unit, Health Visiting and Midwifery Services Action for Children. The Panel has live access to Carefirst, CAPITA ONE and YOIS records to assist CYPS staff contribute to the panel.

The outputs from the Moderating Panel include identifying:

- Excellent practice to be shared
- Lessons learnt and implications for training practice procedures and policy identified
- A completed case audit form on the individuals case record.

This strand of the Quality Assurance Framework applies to all the direct service delivery arms of the service. The number of panels and frequency of meetings in each of the delivery arms will be different.

13.3 Quality Assurance Strand 3 The Child's Journey

This is an emerging strand of our Quality Assurance Framework. The focus of this strand will be to look at the journeys of children and young people from Early Identification through Children and Family Support Service and to Specialist Services. The key ambition will be to increase our understanding of how to improve the impact of the first intervention with a child and family so that fewer and fewer children and families need to progress to further targeted and specialist interventions and for those children and young people who do need specialist services that they access them quickly.

Specialist Services has an established process for looking at cohorts of children
Eg children with a child protection plan lasting 18 months

The purpose is to critically appraise the nature and impact of the current interventions and to challenge the robustness of the plan's outcome. Our plan is to identify a selected number of cohorts at key milestones in their journey. Initial cohorts include:

- Cases being stepped up from prevention services to intensive services in Children and Family Support Service
- Cases that have been stepped up from prevention to intensive family support service and then stepped up to specialist services
- Cases being stepped down from specialist services to intensive services
- Cases being stepped down from specialist services to intensive services and then to prevention services

It may be that as our knowledge increases about what is making a difference that further or different cohorts will be identified.

13.4 External Challenge

We will validate internal quality assurance work through external and sector led challenge - see section 5

14 CLOSING STATEMENT

CYPS has a clear vision to achieve outstanding services through continuous improvement underpinned by a set of strategic priorities.

The CYPS is a learning organisation and will continue to seize opportunities to learn from others for the benefit of local service users.

The CYPS is committed to improvement at all the milestones in the child's journey and is committed to ensuring its staff have the training and development to underpin this.

The CYPS uses the staff update and staff events to support all staff to know and understand the importance of their individual contributions to deliver:

'Safe Children, Supported Families, Transformed Lives'

GLOSSARY

Item	Description
AD	Assistant Director
Children's Service Assessment	An annual assessment of each council's ability to deliver services to children & young people supported by Ofsted Inspection outcomes and self assessment outcomes.
CYPS	Children & Young Peoples Service
Key Stage 2	Tests and teacher assessment undertaken by children in year 6
Key Stage 4 (GCSE)	Statutory examinations (General Certificates of Secondary Education) usually taken by young people in year 11
Munro	Professor Munro's recommendations on the changes to Social Care and Safe Guarding of Children published in 2011.
Turning the Curve	An accountability review methodology developed by Mark Friedman.



APPENDIX 1

Links to evidence to support the strengths identified in Section 3

Governance

Children's Trust Partnership

Children's Trust Board Attendance 2011 (published 11/11)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Children's Trust Board Notes 2009 - 2011

Children's Trust Board Notes from 5 March 2009, 22 May 2009, 22 July 2009, 23 November 2009, 13 January 2010, 8 March 2010, 18 June 2010, 27 August 2010, 20 October 2010, 10 December 2010, 1 April 2011, 22 July 2011 and 16 November 2011

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Children's Trust Board Newsletters 2009 - 2011

Children's Trust Newsletter Issue 1 – April 2011

Children's Trust Newsletter Issue 2 – October 2011

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Review(s) of CYPP 2006-09 and CYPP 2010-13

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Local Children's Safeguarding Board

Outcomes of Joint Area Review (published 18/02/2008)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Outcomes of Local Government Improvement and Development Safeguarding Peer Review (published 11/2010)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

LSCB Annual Report 2010

http://www.northlincs.gov.uk/NR/ronlyres/68543CD9-CC8F-41FC-9578-18424FF58333/48704/LSCBAnnualReview_Layout1.pdf

Youth Offending Management Board

Youth Offending Management Board Minutes October 2011 (published 11/11)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Respect Bid

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Corporate Parenting Group

Outcomes of Joint Area Review 2008 (published 18/02/2008)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Corporate Parenting Group Minutes May 2011 and October 2011

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Corporate Parenting Pledges (published 02/2011)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Corporate Parenting Event 2011 (published 02/2011)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Engagement of Children, Young People and Families

Strategic Engagement

Stay Safe Group

Review of Participation 2006/10 and Striving for Excellence 2011/13

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Youth Council

Takeover and Great Debate Children's Trust Board Report 2011 (published 11/11)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Takeover and Great Debate Cabinet Member Information 2011 (published 11/11)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

CYPP 10/13 young people's version

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Youth Council meeting notes from 8 December 2011

<http://www.everynorthlincschildmatters.org.uk/north-lincolnshire-youth-counc/>

Vulnerable Children and Young People

Children in Care and Care Leavers Participation Report July-September 2011 (published 10/2011)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Integrated Service for Disabled Children Participation Report July-September 2011 (published 10/2011)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Review of Participation 2006/10 and Striving for Excellence 2011/13

CYPS Review of Participation 06 10 Striving for Excellence 11 13

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

'Opening Doors' Quality Standard Development Cabinet Report (published 09/2011)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Short Breaks for Disabled Children and Young People in North Lincolnshire 2011 Review (published 2011)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Stay Safe Group

LSCB Annual Report 2010

http://www.northlincs.gov.uk/NR/ronlyres/68543CD9-CC8F-41FC-9578-18424FF58333/48704/LSCBAnnualReview_Layout1.pdf

Children in Need

Referral Management and Child in Need Team Participation Report July – September 2011

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Operational Engagement of Children and Young People

Children's Centres

Ashby Children's Centre Inspection Report (published 02/11/11)

<http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/20122>

West Street Children's Centre Inspection Report (published 18/08/11)

<http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/23520>

Henderson Avenue Children's Centre Inspection Report (published 04/02/2011)

<http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/21454>

Winterton Children's Centre Inspection Report (published 04/03/2011)

<http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/23629>

Barton Children's Centre Inspection Report (published 10/11/11)

<http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/20192>

Frodingham Children's Centre Inspection Report (published 08/12/11)

<http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/21220>

Youth Offending Service

Peer Audit Findings. North Lincolnshire Youth Offending Service 2011

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Youth Justice Board Peer Audit report

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Children in Specialist Services

Quarterly Performance Report – Independent Review (published 18/10/11)

\\brigg\angel\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Partnership Working

Safeguarding

'Getting in Touch' document: accessing a service from Children and Family Support Service and Social Work Service October 2011 (published 10/2011)

<http://www.everynorthlincschildmatters.org.uk/assets/documents/getting-in-touch>

Children in Care

Quarterly Performance Report – Children in Care and Courts (published 10/2011)

\\brigg\angel\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Children with Special Educational Needs

The Cygnets Inspection Report (published 03/08/2011)

<http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/CARE/SC033152>

Disadvantaged Children and Young People

Ashby Children's Centre Inspection Report (published 02/11/11)

<http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/20122>

West Street Children's Centre Inspection Report (published 18/08/11)

<http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/23520>

Henderson Avenue Children's Centre Inspection Report (published 04/02/2011)

<http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/21454>

Winterton Children's Centre Inspection Report (published 04/03/2011)

<http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/23629>

Barton Children's Centre Inspection Report (published 10/11/11)

<http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/20192>

Frodingham Children's Centre Inspection Report (published 08/12/11)

<http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/21220>

Outcomes of Local Government Improvement and Development Safeguarding Peer Review (published 11/2010)

\\brigg\angel\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

All Children and Young People

Outcomes North Lincolnshire Adolescent Lifestyle Survey 2010 (published 2011)

<http://www.northlincs.gov.uk/NR/rdonlyres/FDD7D232-7C32-44BF-9AB2-52DBBEE7E5A7/50233/ALS20102051KB.pdf>

Leadership and Management

Strong Quality Assurance Framework

Report on Children and Families Referred to North Lincolnshire Children's Services between June 1st and August 18th 2008 (Professor Thorpe/G Denman) (published 2008)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Outcomes of Yorkshire and Humber Region RIEP and ACDS Funded Safeguarding and Promoting Welfare Research Project Final Report (Professor Thorpe/G Denman and Dr Regan) September 2011 (published 09/2011)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

A Comparison of Children and Families Referred to North Lincolnshire's Children's Services Between February 1st and March 22nd 2011 with those Referred between June 1st and August 18th 2008. (draft 11/2011)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Workforce Planning and Support

Strategic

Children's Trust Workforce Strategy 2011-13 (published 01/04/2011)

http://www.everynorthlincschildmatters.org.uk/files/view/children-young-people-s-plan-2010-2013-appendices/Workforce_Strategy_April_2011_Final_Version.pdf

Children and Young People's Workforce Plan 2011-2012 (published 04/2011)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Operational

Children and Young People's Service Staff Development Handbook 2011-12 (published 04/2011)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Individual

Outcomes Local Government Improvement and Development Safeguarding Peer Review (published 11/2010)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Ofsted Social Work Survey 2010

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

NLC Employee Survey 2010

Employee Survey 2010 Presentation - Children & Young People's Service
\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Workforce Support

Shaping for Success Staff Event 3rd March 2011

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Shaping for Success Staff Event 6th April 2011

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Transformation Day Staff Event 28th September 2011 (presentation)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Transformation Day Staff Event 28th September 2011 (information pack)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Listening and Learning Group Minutes

Listening and Learning Group Minutes 3rd November 2011 (published 11/11)

Listening and Learning Group Minutes 8th September 2011 (published 09/11)

Listening and Learning Group Minutes 7th July 2011 (published 07/11)

Listening and Learning Group Minutes 17th March 2011 (published 03/11)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

CYPS Staff Updates 2009 to 2011

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Financial Management

Children and Young People's Service Value for Money Summary 2011

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Transformation Shaping for Success

Early Help Offer

'Getting in Touch' document: accessing a service from Children and Family Support Service and Social Work Service October 2011

Accessing a Service from Children and Young People's Service: Children and Family Support Service and Social Work Service (published 10/2011)

<http://www.everynorthlincschildmatters.org.uk/assets/documents/getting-in-touch>

Joint Commissioning Provider Information Event (published 11/2011)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Early Help Offer in North Lincolnshire

North Lincolnshire Children and Young People Service. Early Help Offer

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Children's Trust Board Notes 16th November 2011

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Creativity and Innovation

:

Regional Adoption Consortium Multi Party Services Agreement Yorkshire and Humberside

(contract to begin April 2012)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

National College Succession Planning for Children's Services Quarterly Reports (Yorkshire and Humberside) March, June, September 011

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

The SWEEP (Social Work, Education and Employment Project)

Draft Cabinet Member Report, SWEEP January 2012

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Practice Curriculum SWEEP (draft 11/11)

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Peer and Sector Led Improvement

LGID Peer Review Action Plan 2011/12

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Contact Assessment and Referral Action Plan 2011/12

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

YOS Improvement Plan

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CYPS Improvement Highlights

Review of CYPS Striving for Excellence Plan 2010/

\\brigg\ange\POLICY\PUBLIC\CHILDREN\Strengths of Service Evidence

Going Forward Together

Children & Young
People's Service



APPENDIX 2

Description of the CYPS Performance Improvement Framework

November 2011



Performance Improvement

Performance improvement in North Lincolnshire is long established and well-developed. It is based on a platform of integrated action plans and good quality, timely and relevant information made available to staff from the front-line to the Director.

Governance Accountability

The Director of Children's Services presents a monthly report on the Children & Young People's service to the Chief Executive, the Cabinet Member for Adults & Children's Services. This report includes a summary of the key performance information.

The Performance Improvement Framework has two tiers:

Tier 1 of the Performance & Improvement Framework

Tier 1 of the Performance Improvement Framework is focussed on driving the improvements set out in Striving for Excellence Improvement Plan 2011-12. There are 9 priority actions set out in section 7 of Striving for Excellence Improvement Plan 2011/12 mapped against the 6 Strategic Priorities of the Children and Young People's Plan 2010-13,

These priorities have been identified through our self assessment of Striving for Excellence Plan 2010-11, the Children's Service Assessment letter published by Ofsted on 8th November 2011 and the service's response to changes in national policy development including the Professor Munro report.

The CYPS Senior Leadership Team will monitor progress against the areas for priority actions using the 'Turn the curve' Results Based Accountability' methodology.

Other improvement actions identified through the service's self assessment, implementation of the Transformation programme and individual service requirements to delivering to the CYPS's commitment to the CYPP are recorded in Service Improvement Plans and monitored in Tier 2 of the Performance & Improvement Framework.

All improvement actions are collected into a single action plan tool that is used to coordinate the contribution of each service area to the CYPS improvement journey and is used to report overall progress across CYPS to the Senior Leadership Team.

Monitoring the CYPS 'Striving for Excellence' Improvement Plan and overall CYPS performance in Tier 1

Quarterly reporting – CYPS Quarterly Performance Reviews

The priority actions detailed in the CYPS 'Striving for Excellence' Improvement Plan 2011-12 are monitored using the 'Turning the Curve' Results Based Accountability methodology.

Each priority action is detailed in a 'Turning the Curve' intelligence sheet (see appendix cc) providing:

- a) The current situation of the priority action
- b) The story behind the baseline data
- c) Which partners are involved in turning the curve
- d) Any health warnings on the improvement data that need to be considered
- e) The key indicator that will demonstrate improvement is being made with trend analysis and initial and excellence targets (a graphic supports this data)
- f) The key actions to be undertaken and who will lead them to turn the curve.
- g) What success will look like for Children & Families in North Lincolnshire, Children and young People's Service and the impact on Ofsted Inspection outcomes and any links to other strategies or plans that support this priority action.



The CYPS Quarterly Performance Review, chaired by the DCS reviews the progress made against each of the priority actions. Consideration is given to any barriers or blocks to making the required improvements in performance. The QPR considers any revisions that need to be made to the Turning the curve Intelligence Sheets. In addition the QPR receives the individual Service QPR Summary Reports from each Assistant Director (Tier 2 activity detailed below) This provides the opportunity to pull together the improvement story for the whole service, set against the priority actions in 'Striving for Excellence' Improvement Plan.

The DCS will then use the analysis to brief the Chief Executive and Lead Member for Children's Services on key issues.

Tier 2 of the Performance Improvement Framework

Tier 2 of the Performance Improvement Framework is focussed on driving the improvements set out in the individual Service Improvement Plans 2011-12 for Learning and Improvement, Localities and Partnerships, Specialist Services and Resources. The individual service improvement plans are informed by our self assessment of the Striving for Excellence Improvement Plan 2010-11, the review of the CYPP action plan for 2010-11 to identify the actions required of the CYPS to fulfil the service's commitments to the CYPP and individual service commitments to changes in national policy. The services also uses participation and perception information about the service and considers the implications for ongoing service improvement

In the review meetings good use is made of comparative information, using both internal, statistical neighbour and England information to help drive the effort to remain in line with, or be better than, similar areas. The authority is also a member of the Price Waterhouse Cooper Benchmarking Club, giving additional access to comparators. This enables the review to measure

- Progress against the Service Improvement Plan
- Performance against comparators
- Rates and trends in improvement in the service
- Impact of inspection outcomes on the Ofsted performance profile
- Progress on implementing the Child's Journey

The performance framework provides a good structure within which internal evaluation can identify pressure points and facilitate action planning to improve services and outcomes for whom children and young people and their families.

The QPR includes the outputs of the Monthly Activity Reviews of service led by the team managers. These monthly meetings will consider service activity, compliance with procedures, complaints compliments and service user views and ensure data quality.

The CYPS recognises that excellence is more than performance. The CYPS has developed a robust quality assurance framework to look at quality at individual case level and across teams and agencies to look at quality of our decision making and work is underway to quality assure the child's journey. The details of this Quality Assurance framework is set out at appendix vv



The Performance Improvement Framework Tools

The performance improvement framework that supports the work at both tiers 1 and 2 is underpinned by a series of data and information reports and meetings.

Weekly reporting

A weekly activity digest for named service teams is produced and circulated to the DCS and senior managers. The report sets out the latest position on a wide range of issues across CYPS services. The intention is to give senior management a continuous picture of the level of activity on the front-line. This is being developed to be an automatic digest that service managers can access in real time.

Monthly Activity Reviews

Team managers and staff meet on a monthly basis to review their service activity reports. This ensures that procedures, complaints, compliments and service user views and data quality is diligently maintained.

Where issues are raised these are assessed and action plans are passed to the 6 Weekly Service Management Reviews for further scrutiny.

6 Weekly Service Management Reviews

Service Managers meet on a six weekly basis to discuss the full range of operational and strategic issues, including the performance of their services. Performance summaries are made available including feedback from the monthly activity reviews. These reports cover key aspects of service provision, including performance against national and local indicators and a range of key information relevant to the service. They are also distributed to senior management for information. The meetings review progress on the relevant improvement actions within the CYPS 'Striving for Excellence' Improvement Plan and the Service Improvement Plan using the Single Action Plan tool.

The meetings operate on normal action planning lines. When issues are picked up as a result of performance improvement reporting, action plans are made and followed up at subsequent meetings

Single Action Plan Tool

All actions are recorded and monitored in the Single Action Plan tool. This electronic document provides a complete list of all actions across CYPS, the responsible manager, their progress and a RAG rating to quickly highlight actions of concern. This approach ensures that actions are documented and progress is monitored at the 6 weekly management review meetings until signed off as complete.

Foundations for the Performance Improvement Framework

Underpinning performance improvement framework is the use of three electronic case management applications. These are CareFirst, Capita One Suite (One, eStart, and IYSS) and CaCi YOIS.



Quality Assurance and data validation cycles are embedded as good practice across the service to ensure data is captured correctly at its source and maintained throughout its life-cycle. A dedicated CYPS support team offering a helpdesk, training and advice to workers supports these applications, which works in partnership with a dedicated performance team providing reporting packs and support to manager's pre, post and during performance review meetings.

A set of reporting tools is used to produce data and information from these applications. Further developments are in place to collate data held from across all of the databases to provide a single view of a child's/family's involvement(s) with the CYPS service.

Information is presented with a variety of levels of timeliness, ranging from instantaneous information to weekly, monthly, quarterly and more extended timescales. In addition, there are strong and improving systems in place for gathering and learning from the views of users, summarised through quarterly reports.

Reporting is available in real time, on demand or by reporting packs to appropriate service employees.

Real time instantaneous information

Identified staff are given access to real time information provided directly from the contact management application to support the need for real time monitoring of essential services. Where appropriate information is projected onto whiteboards to enable multiple staff to be kept aware of the workload or activities. This technology will be further developed to provide managers and case holders with instant access to key activity data on computerised dashboards.

On-demand reporting

Arrays of reports are available for decision makers and front line managers that give them information about important aspects of their work. These are delivered directly via the application or through on-line reporting tools. This allows managers to run reports whenever they wish, giving the latest available information. These reporting tools will also "push" reports into manager's inboxes on a routine basis, making sure that important issues are brought to their attention. These reports include activity based reporting to monitor the effectiveness of services. These provide valuable aids to operational/team managers to keep track of work within their teams and help ensure that timescales are adhered to and progress is monitored.

Reporting Packs

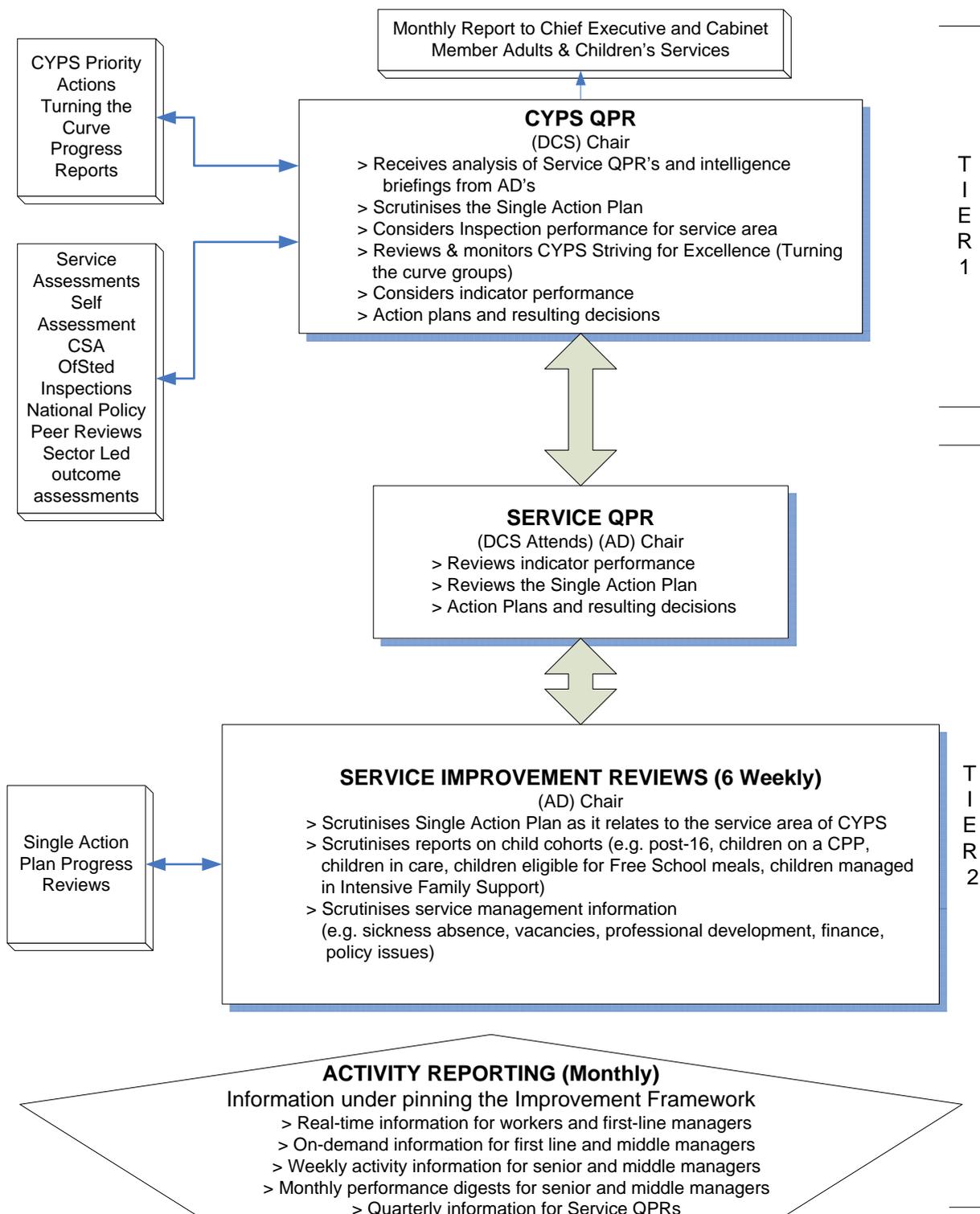
Key information and commentary from service managers is compiled into reporting packs that are made available to the appropriate groups meeting on monthly, 6-weekly or quarterly basis. Representatives from the dedicated performance team attend all performance meetings to offer support and raise awareness of cross service issues.

Quality Assurance Framework

To support the Performance Framework CYPS undertakes internal and independent quality assurance audits on a monthly and yearly basis. This process is detailed in Appendix 3



CYPS Diagrammatic Representation of the Performance Improvement Framework



Legend

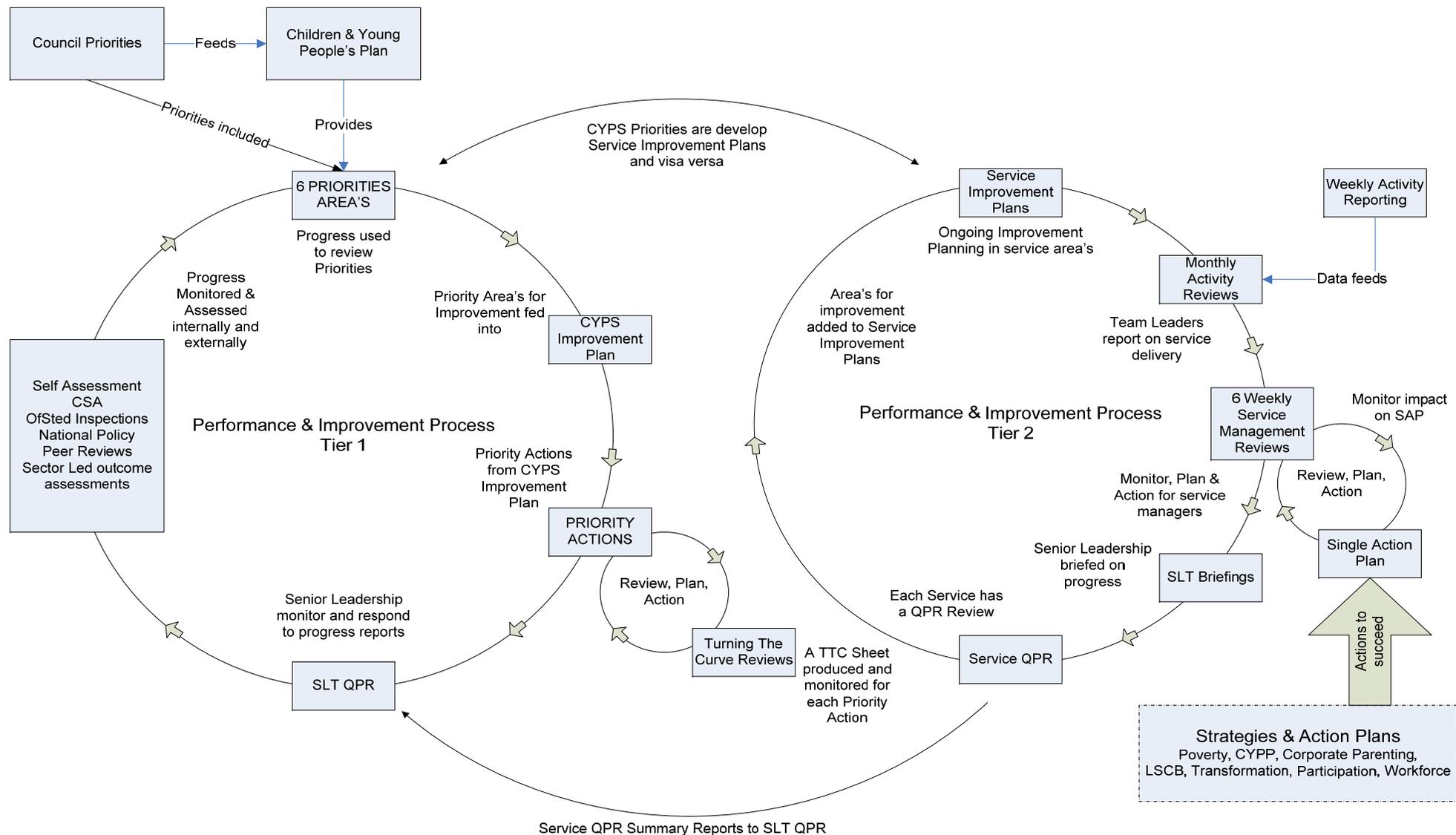
Single Action Plan – A list of all actions from all improvement plans across CYPS and linked Partnership Plans, with progress and impact updates.

Action Plans – documented actions agreed to respond to service issues.

Cohorts – children who are grouped together in each of the service areas to consider targeted performance during meetings.



North Lincolnshire Council - Children's Services Performance & Improvement Process Diagram





APPENDIX 3

Quality Audit Framework Summary

November 2011



Quality Audit Framework

The Striving for Excellence Improvement Plan is concerned with WHAT we need to do to improve services for local children and young people. The Performance Improvement Framework is concerned with HOW MUCH we have achieved and how much more we need to do. The Quality Audit Framework is concerned about HOW WELL we provide our services.

There are three strands to the Quality Audit Framework

1. Quality Audit of individual cases within service areas.
2. Quality Audit of decision making through a Moderation Panel process in a multi disciplinary/ multi agency context.
3. Quality Audit of the Child's Journey. This is an emerging area requiring further development.

These three strands are pulled together at the Case Audit Meeting, a monthly meeting chaired by the Director of Children's Services that receives summarised reports from each of the three strands of quality audit. The reports emphasise themes and learning. The meeting consists of the Assistant Directors for Specialist Services and Localities and Partnerships, together with the Head of Safeguarding, Head of service for vulnerable and disabled children, and Service Managers across Specialist Services and Locality Managers from Localities and Partnerships. The output from the meeting is a composite summary of quality audit across both services, with key themes and learning points highlighted. An action plan is developed where needed and tracked through the group each month, via the Single Action Plan.

1. Quality Audit of individual cases

Service/Locality Managers, Principal Social Workers/Team Managers and Senior Social Workers/Team Leaders are required to carry out a pattern of case audit within their own teams. The audits use an agreed audit tool to consider whether the record achieves a good standard in relation to a number of common, standard areas for all cases, with consideration of a number of other areas specific to the service or case type. The standard areas looked at include:

- The recording of key demographic information
- Referral and assessment
- Planning and decision making
- Child's wishes and feelings
- Partnership working

The audit tool also captures any learning points that arise from audit, including excellent practice, training needs, policy and procedure issues.

The purpose of these audits is to ensure that cases are managed safely and effectively, that children are seen at agreed intervals, plans are effective, views of parents/carers and wishes and feelings of children and young people are recorded and that case supervision takes place on a regular basis.



The Pattern of Audit

The Senior Social worker/Team Leader, as an integral part of the monthly supervision arrangements of case holders, audits an agreed number of open cases per month, using the agreed audit tool.

The Principal Social Worker/Team Manager, as part of the monthly supervision arrangements, audits 2 cases per month, one of which should be a case previously audited by the Senior Social Workers/Team Leaders. This offers a quality control process to ensure consistency of approach across the service areas.

The Service/Locality Manager audits a further 2 cases per month, one of which should have been audited by a Principal Social Worker/Team Manager, using the agreed audit tool.

The Service/Locality Manager will report on emerging themes from the cases audited that have implications for training, practice, procedures and policy. Examples of good practice will also be highlighted. The report will be presented to the monthly Case Audit Meeting (CAM).

The Director for Children and Young People's Service meets with Assistant Directors and Service/Locality Managers at the CAM to receive reports on both individual case audit and cases considered by the various moderating panels. The emphasis will be on the quality of practice, lessons learned and actions.

From the CAM, a composite summary is prepared that highlights key issues and themes for learning, and actions.

The DCS will randomly review a small sample of the audited cases and will audit a live case on a random basis.

This process is well established in Specialist Services and the Educational Psychology Service has a peer supervision model in place that will be refined to meet this framework. The services within Locality and Partnerships started to introduce and implement the Quality Audit Framework in November 2011.

2. Quality Audit of Decision Making – Multi-Agency Moderation Panels

Specialist Services have a long established process of moderation. This process is being extended to include work in Localities and Partnerships. The purpose is to bring an objective view to identify what has worked well in the management of a case, consider how our collective work could have been even better and learn the lessons from those observations.

Currently, Moderating panels exist in the CIN/ CPP arena, in the area of looked after children, and in the CFSS area of Localities and Partnerships.

Cases for consideration may be identified through:

- Random Selection
- The Quality Audit for individual cases
- Compliments, complaints or concerns received by the service
- The Performance Improvement Framework
- Staff request
- Positive selection of YOS & other vulnerable group cases
- Decisions made for allocation of resource



Where appropriate, the Chair will advise multi agency panel members of the cases to be considered so case records can be brought to the meeting. Panel members have included Police Family Protection Unit, Health Visiting and Midwifery Services, Action for Children and the Domestic Violence Coordinator from the Safer Neighbourhoods Partnership. Membership is tailored according to the circumstances of the cases. The Panel has live access to Carefirst, Capita One and YOIS records, as required, to assist CYPS staff contributions to the panel.

The outputs from the Moderating Panel include identifying

- Excellent practice to be shared
- Lessons learnt and implications for training practice procedures and policy identified
- A completed case audit form on the individual's case record.
- A summary matrix of all cases considered at the Moderating Panels, with summarised actions.

This strand of the Quality Audit Framework applies to all the direct service delivery arms of the service. The number of panels and frequency of meetings in each of the delivery arms will be tailored to reflect the complexity of the service

Monthly summaries of moderating panel activity and key themes are presented to the Case Audit Meeting, chaired by the Director of Children's Services.

3. Quality Audit of the Child's Journey

This is an emerging strand of our Quality Audit Framework. The focus of this strand will be to look at the journeys of children and young people from early identification, through Children and Family Support Service and to Specialist Services. The key ambition will be to increase our understanding of how to improve the impact of the first intervention with a child and family so that fewer and fewer children and families need to progress to further targeted and specialist interventions and for those children and young people who do need specialist services that they access them quickly.

Specialist Services has an established process for looking at cohorts of children. For example, cohort meetings are in place to look each month at children in care, children on a child protection plan and children in need. The purpose of these cohort groups is to critically appraise the nature and impact of the current interventions and to challenge the robustness of the plan's outcome.

In addition, the Independent Reviewing Service carries out a programme of themed audits throughout the year. This involves the examination of records relating to groups of children, with a view to learning about what can be improved in our practice with that group.

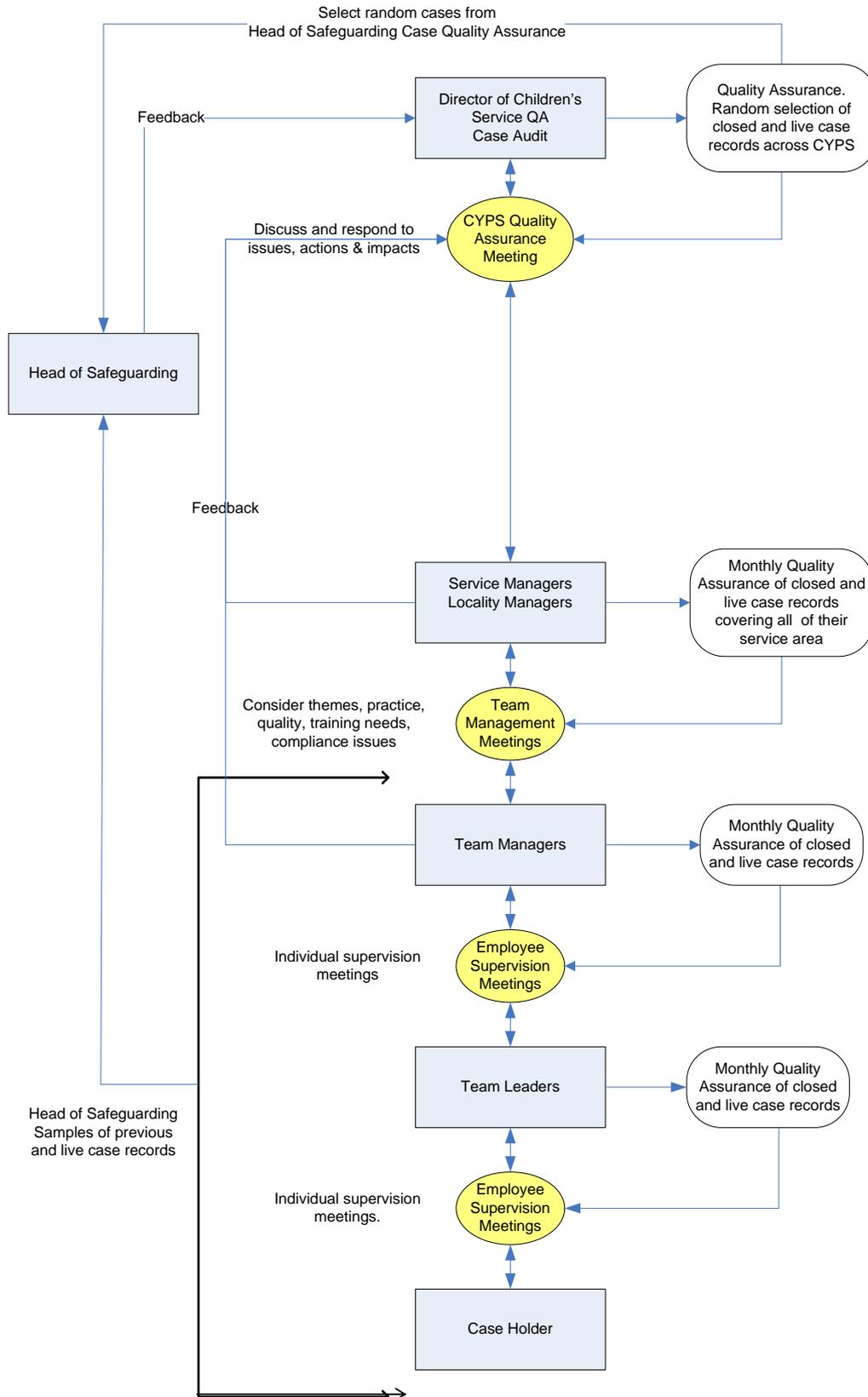
Our plan is to further identify a selected number of cohorts at key milestones in their journey. Initial cohorts include

- Cases being stepped up from prevention services to intensive services in Children and Family Support Service
- Cases that have been stepped up from prevention to intensive family support service and then stepped up to specialist services
- Cases being stepped down from specialist services to intensive services
- Cases being stepped down from specialist services to intensive services and then to prevention services

As our knowledge increases about what is making a difference to the child's journey, further or different cohorts will be identified.

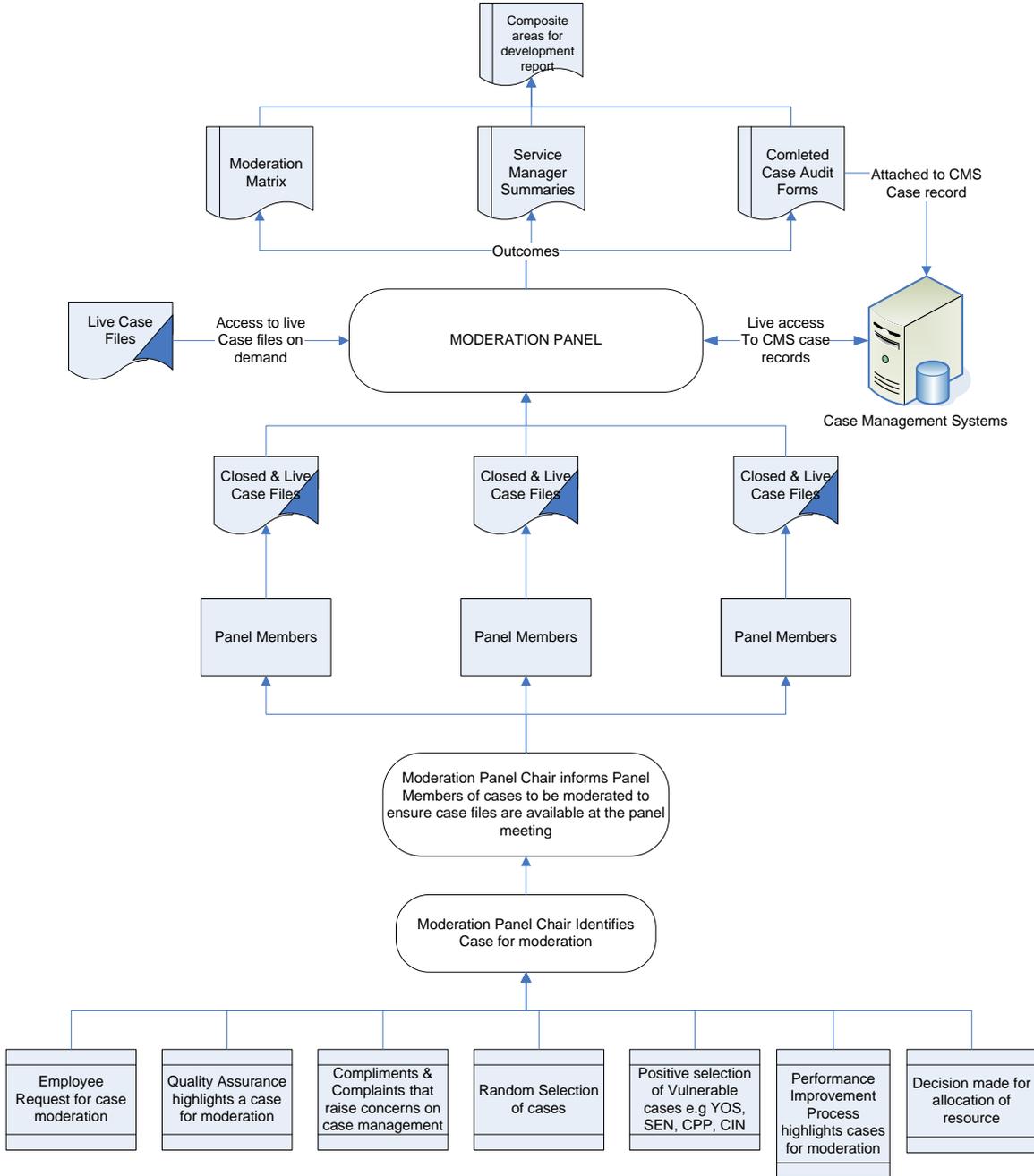


INDIVIDUAL CASE QUALITY ASSURANCE & QUALITY CONTROL FRAMEWORK





DIAGRAMMATIC REPRESENTATION OF CASE MODERATION PROCESS





APPENDICES

- A. Quality Audit tool example
- B. Terms of reference for Moderating Panels



Appendix 1 – Sample quality audit tool.

Case Audit Record v3

<i>Child's Name</i>	DoB	<i>CareFirst ID</i>	<i>Worker</i>

Audit Details

1.	Date of audit	Date field
2.	Type of audit (random, selected, moderating panel, own team, other team, complex case)	Use same list as current form
3.	Start date of audit period	Date field
4.	End date of audit period	Date field

Recording quality

5.	Is there a complete record of the demographic details of the child? (Name, address, DoB., key family relationships)	Yes / No / NA
6.	Is there a complete record of the child's ethnicity, nationality and whether or not they are disabled?	Yes / No / NA
7.	Are case diary records of a sufficient standard?	Yes / No / NA
8.	Was the child seen within required timescales?	Yes / No / NA
9.	Is there a record that the child has been seen?	Yes / No / NA
10.	Is there evidence that other children in the family have been taken appropriate account of?	Yes / No / NA
11.	Is there evidence of appropriate manager oversight on the case?	Yes / No / NA
12.	GOOD PRACTICE/ACTION – <i>Note any areas of good practice. If any issues of quality need addressing, please comment on what needs to be corrected, by whom and when.</i>	

Referral and Assessment

13.	Was the referral responded to in a timely and appropriate manner?	Yes / No / NA
14.	Was an initial assessment carried out within 7 working days? (timely assessment)	Yes / No / NA



15.	If the case required a core assessment was it carried out with 35 working days? (timely assessment)	Yes / No / NA
16.	Did the assessment involve other professionals appropriately?	Yes / No / NA
17.	Is there a robust analysis of risk and protective factors?	Yes / No / NA
18.	Is there evidence that the child's identity needs have been taken account of?	Yes / No / NA
19.	Are the child's other needs clearly recorded?	Yes / No / NA
20.	GOOD PRACTICE/ACTION – <i>Note any areas of good practice. If any issues of quality need addressing, please comment on what needs to be corrected, by whom and when.</i>	

Planning, reviewing and decision making

21.	Is there a clear plan to meet the child's needs that identifies the intended outcomes for the child?	Yes / No / NA
22.	Are decisions clearly recorded and can the rationale for the decision be clearly seen?	Yes / No / NA
23.	Does review or supervision cover key issues in the case?	Yes / No / NA
24.	GOOD PRACTICE/ACTION – <i>Note any areas of good practice. If any issues of quality need addressing, please comment on what needs to be corrected, by whom and when.</i>	

Child's Wishes & Feelings

25.	Are the child's wishes and feelings clearly recorded?	Yes / No / NA
26.	Is there evidence of an appropriate level of participation by the child in assessments and plans?	Yes / No / NA
27.	Are assessments and plans clearly child-focused?	Yes / No / NA



28.	GOOD PRACTICE/ACTION – <i>Note any areas of good practice. If any issues of quality need addressing, please comment on what needs to be corrected, by whom and when.</i>	
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Partnership working

29.	Is there evidence of appropriate partnership working?	Yes / No / NA
30.	GOOD PRACTICE/ACTION – <i>Note any areas of good practice. If any issues of quality need addressing, please comment on what needs to be corrected, by whom and when.</i>	

Outcomes for the child

31.	GOOD PRACTICE/ACTION - <i>Note any positive or negative outcomes for the child from the work audited</i>
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Learning points

32.	Please summarise any examples of excellent practice
33.	Are there any training issues that arise from this case?
34.	Name of auditor: Date of audit:



Appendix 2 – Terms of reference for Moderating Panels

Children and Young People's Service Terms of Reference Moderating Panels

Purpose

The moderating panel is a key component of the quality audit system for social care and family support cases in North Lincolnshire. The multi-agency panels exist to bring an independent view of practice as recorded by workers on the CYPS case management systems, including Capita One, CareFirst and its associated ESCR system. Panels examine case records on the system and form judgements about the quality of the recording and practice that is found there. Their multi-agency nature brings to bear different perspectives on practice. It aids transparency and builds multi-agency confidence, because representatives of other agencies can see the way in which information they present is represented within CYPS records.

The panels are a case auditing vehicle and should not be seen as a decision making body for case management. However, the panels may give advice on case management which operational managers will take into account in their decision making.

Panel membership

The panel membership varies according to the panel.

CIN and CPP Moderating Panel

The CIN/ CPP panel is chaired by the Head of Safeguarding and Practice. Where he is not available, the panel is chaired by the Assistant Head of Safeguarding and Practice. In the absence of either chair, the meeting may take place, chaired by a member of Social Work Services not below the level of Service Manager.

The Service Manager (Assessment and Child Protection) is a permanent member of the panel, since the cases examined will normally be within her management.

Representatives of CYPS Localities and Partnerships and Learning and Improvement will be standing members of the panel.

Other agencies represented on a regular basis will be Humberside Police, NLAG, NHS North Lincolnshire and a representative of the voluntary sector. The chair may invite other agency representatives to attend as he thinks appropriate.

Agency membership is at the discretion of the agencies themselves, but the person who attends should be in a position to effectively represent any issues that arise during the course of the audit within their agencies.

There are no formal quoracy requirements for the panel. Whether a meeting takes place is at the discretion of the chair. A meeting with no multi-agency representation still has value because the chair brings an independent overview to the cases scrutinised.

The chair is at liberty to request the attendance of any person he thinks will assist the audit process. Where such a person is employed by CYPS, that request must be met. Other agencies may agree to such a request at their own discretion.



The CiC Moderating Panel (Placement Panel)

Purpose

The Placement Panel is an integral process in decision making and quality assurance system for gatekeeping children entering care and young people leaving care aged 16/17 to live independently. This includes connected person's assessments and requests for externally funded placements.

The panel examines case records on the system, makes decisions regarding children and young people entering care either progressing to a legal order or accommodated under s20.

The panel forms judgements about the quality of the recording and practice that is found there. It's purpose is to ensure that children only enter care when all other options have been considered, that plans are appropriate and that permanence is the primary objective – within their own/extended family if possible.

Attendance

The Placement Panel is attended by Service Managers representing CiN, CiC, Placements and Resources.

Placement Panel Process

1. The meeting is held weekly.
2. The meeting considers all requests for accommodation having regards to the provision of alternative support to maintain children with their families, or other carers.
3. This meeting manages all requests for funding of external service provision including specialist assessments and placements (Complex care)
4. This meeting considers decisions to seek legal orders to meet the safeguarding and care needs of CYP. It will outline and offer directions in relation to process, decision and timescales.
5. Consideration of a case at the panel must be following formal supervision and is triggered via the completion of the '**Referral to Placement Panel Form**'. To be received by all Service Managers 4 days prior to the panel, urgent requests for accommodation will only be accepted if agreed by 3 Service Managers.

Method

The panel meets weekly. Case records are projected live from the CareFirst and ESCR systems to enable all members of the panel to see them at the same time.

Cases are discussed, the key documentation is Quality Assured and, following agreement regarding the decision, Placement Panel record is entered on the case record of the individual child identifying the decision made and any required actions. Cases are reviewed as needed.

Audits take place bi-monthly and are summarised into a report that is presented to the Assistant Director of Children's Services' six weekly Service Management Meeting.

Localities and Partnerships Moderating Panel

The CFSS Moderating panel is held each fortnight.

It is chaired by a Locality Manager. Where he or she is not available, the panel may be chaired by the Assistant Head of Safeguarding and Practice or by a Service or Team Manager.

Going Forward Together

Children & Young People's Service



Panels are attended by Team Managers, representatives from Specialist Services, CMISS and the CAF Co-ordinator. The YOS Manager will also attend on a monthly basis from January 2012.

Other agencies may be represented as and when appropriate. These may include Humberside Police, NLAG, NHS North Lincolnshire and a representative of the voluntary sector. The chair may invite other agency representatives to attend as appropriate.

There are no formal quoracy requirements for the panel. Whether a meeting takes place is at the discretion of the chair. A meeting with no multi-agency representation still has value because the chair brings an independent overview to the cases scrutinised.

The chair is at liberty to request the attendance of any person who will assist the audit process. Where such a person is employed by CYPS, that request must be met. Other agencies may agree to such a request at their own discretion.

The CFSS Moderating Panel has access to both Care First and Capita One. Minutes are kept and in addition the audit record is attached to the CFSS case record for the children.

Method

The panel meets fortnightly, under the chairmanship of a Locality Manager. In the absence of a Locality Manager, the meeting may be chaired by the Assistant Head of Safeguarding, or by a Service Manager or Team Manager.

Cases may be selected at random, or at the request of any member of the panel, who may be acting as a representative for others making a request for audit.

The cases are scrutinised against an audit framework that follows a referral, assessment, planning, intervention, review format. Case records are projected live from the electronic systems to enable all members of the panel to see them at the same time.

Cases are discussed and the panel chair completes the audit tool, highlighting areas where good practice is demonstrated, where training needs arise from the audit or where the record needs to be corrected or improved. A copy of the chair's report is entered on the case record of the individual child.

Each case audited is entered on a matrix (list) that records the date of audit, the members of the panel that were involved in the audit, a brief summary of audit findings and a record of any follow-up action that is required, together with a date when the audit should be followed up if necessary.

Where the need arises for any member of staff to correct the record or to carry out actions in relation to practice, the chair will ensure that a message is sent to the individual concerned, copied to their line manager. Such requirements will be recorded in the audit tool and on the summary matrix.

Audits that take place within any month are summarised into a report that is presented to the Director of Children's Services' monthly Case Audit Meeting.

Going Forward Together

Children & Young
People's Service



APPENDIX 4

CHILDREN AND YOUNG PEOPLE'S SERVICE PERFORMANCE FRAMEWORK – TURNING THE CURVE RESULTS BASED ACCOUNTABILITY METHODOLOGY

Performance Measurement and Review

North Lincolnshire CYPS has a clear vision for outstanding services through continuous improvement, evidence of achievement; clarity of what effective intervention is and clear plans to support schools, services and settings improve. Striving for Excellence CYPS Improvement Plan 2011/12 sets out the 9 priority actions for CYPS mapped against the 6 strategic priorities of the Children and Young People's Plan 2010-13

CYPS is a learning organisation and is open to any source of support that will help the service to achieve our ambition to deliver excellence.

Ofsted published a report highlighting the characteristics of outstanding CYPS.

Three key features were identified:

- Services that have a relentless focus on improvement
- Services that are working to improve standards for all children but with a clear focus on those who are vulnerable
- Services that have effective collection and use of data to underpin all improvement activity.

To ensure the CYPS delivers the required improvements for the priorities in the Improvement Plan CYPS has adopted the Turning the curve results based accountability methodology to ensure the service embrace these characteristics to deliver improvement for the priorities in the Striving for Excellence CYPS Improvement Plan 2011/12.

Results Based Accountability is a disciplined way of thinking and taking action that can be used to improve the quality of life in communities, cities, counties and nations. Results Based Accountability is also used to improve the performance of programmes, agencies and service systems.

Going Forward Together

Children & Young
People's Service



Rather than concentrate on a series of performance indicators this method focuses on the outcomes CYPS desires for the Children and Families across North Lincolnshire. We then consider where our children and families are against these outcomes (benchmark) and what life will look like for them if we do not make changes to improve the situation (trend).

Understanding our current position (benchmark) and current trend enables us to plan actions to change the trend towards our excellence outcomes (how we move from our current benchmark direction and turn the curve towards our excellence outcomes).

Results Accountability works by the 'from talk to action a step by step approach' summarised below:

- Step 1: What are the quality of life conditions we want for the children and families who live in our authority?
- Step 2: What would these conditions look like if we could experience them?
What would our services look like to improve their quality of life?
- Step 3: How can we measure these conditions?
- Step 4: How are we doing on the most important measures?
What are our Baselines – what is our starting point and what is the story behind this baseline (Baselines). What will be the outcome if we did not change the trajectory of the baseline?
What are our measures to demonstrate progress and the data required (Indicators)?
How will we collect data to support these measures?
Turning the curve – what will success look like if we do better than the baseline?
Analysis of our measures -How much did we do? How well did we do it? Is anyone better off? Are we 'Turning the curve?'
- Step 5: Who are the partners that have a role to play in doing better?
- Step 6: What works if we are to do better, including no-cost and low-cost idea?
- Step 7: What do we propose to do?
What are our actions to seek improvement?
What is our strategy?
- Step 8. Repeat Steps 4 to 7. Changing our actions and/or strategy where are approach is not Turning the curve.



RESULTS ACCOUNTABILITY – Getting from Talk to Action

