



North West ADCS
Leading Children's Services

Peer Challenge Forum
Supporting Materials
Context and Forming a Self-View
Autumn 2014

Context: Self-Evaluation and Judgement

Introduction

This document provides a draft strategy that may help senior managers as they assess the quality of the services that are provided by their LA, Children's Trust and LSCB. It is intended to help councils form an overall **Self View**, drawing on evidence from their self-evaluation of data and the quality of practice. It is the key source document for the **BPN Challenge** forum that will inform the process of **Peer Challenge**. The document is drawn from work undertaken by the National College, and DCS Regional Groups and describes a self-review approach that examines the contextual indicators that identify key risks. On completion, the self-view should be a helpful document towards any inspection process.

Coming to a View on LA Context and Performance

Study of work carried out regionally and nationally indicates that the following appear to be key factors when evaluating organisational effectiveness in services for children:

- The demographic, organisational political drivers within the LA and Partnership
- Quality of Leadership
- Partnership Working
- Capacity to Improve

Each of these areas is interdependent but when trying to analyse the quality of the Service it may be useful to consider the following issues:

The demographic, organisational political drivers within the LA and Partnership

- Political changes locally and nationally
- Political commitment to services that safeguard and protect children.
- Changes in demand arising from demographic and economic changes locally and nationally
- Data trends from external LA or partner services that may expose services to risk. These will include reduction in service broth about by the reduction in budget as a result of the recession.
- National and Local reorganisation of public sector services such as the NHS or Police.
- Systems and organisational changes within the corporate LA. These will include reduction in service broth about by the reduction in budget as a result of the recession.
- The Effectiveness of the CYP Scrutiny arrangements within the LA and the effectiveness of the LSCB.
- Local and national media management.
- Relationships with trades unions and professional associations.

Quality of Leadership

- The stability and organisation of the management team.
- The impact of restructuring the Service, LA or Partnership.
- The effectiveness of the DCS, Lead Member, Chief Executive and Leader.
- Effective quality assurance, scrutiny and challenge from Members and partners.
- The effectiveness of actions taken if underperformance or failure occurs.
- The effectiveness of the quality assurance and performance management system.
- The effectiveness of the planning strategies.
- The role of the CYP Trust, Health and Wellbeing Board and the LSCB
- The respect and influence commanded by senior managers and politicians.
- The effectiveness of early intervention systems.
- The views of service users, staff and partners on the leadership, vision and strategic direction of the Service
- The effectiveness of supervision and appraisal systems and the way in which supervision and appraisal systems inform performance management.

Partnership Working

- Partners' commitment to the goals of the Service.
- Levels of trust between partners.
- The appropriateness of partner's responses to feedback from children, families and communities.
- The effective use of shared intelligence and resources at strategic and operational levels?
- Serious Case Reviews and notifications.
- Learning from complaints, serious case reviews, national and local research and evaluation

Capacity to Improve

- The effectiveness of workforce planning and professional training
- The effectiveness of recruitment strategies
- Staff retention
- 'Organisational 'memory'.
- The deployment and quality of agency staff.
- The value placed upon feedback from staff.

What are the Signatures of Risk in Performance?

The National College undertook an investigation into the patterns leading up to intervention and to compare leadership responses to intervention. DCS regional groups have subsequently used the findings of the National College team to develop self-review tools that encourage development, challenge and support. The work of the North West, Eastern Region and East Midlands DCS Groups in trying to identify contextual factors that can lead to under performance is perhaps the most thorough example of this type of work.

There is no single common pattern of weakness that leads to inadequate performance but it is clear that there are common indicators that may provide useful early warning signs for senior managers and peer reviewers as they try to quality assure the work of individual Children's Services.

The following areas of concern are commonly identified as features of local authorities that are underperforming:

- Turnover and change in senior leadership
- Service reorganisations combined with challenging budget reductions
- Lack of political focus on safeguarding and care
- Assuming performance standards are secure in an environment of service maintenance rather than development
- Limited self-awareness and no external challenge
- Inconsistent observation of practice
- Professional weakness in supervision and audit
- Lack of a learning organisational culture
- Weak commitment from partners and low levels of trust
- Lack of focus on the child's journey or voice of the child
- Poor workforce development and/or capacity
- Failing to listen to or accept front line feedback and low staff morale
- Not developing a culture of anticipation and early warning of issues
- Weak information management systems and overreliance on previous inspection judgements

A standard format to gather contextual information so that we can review the performance of our service provision.

The analysis grid laid out below is designed to enable DCSs to summarise the contextual information they may wish to share in self-review discussions. **It is the same grid that was used in the first round but requests that education provision is considered as well as safeguarding.** The first page is intended to offer an opportunity to the DCS to summarise their view of the issues for the LA. The following pages are intended to offer opportunities to analyse the contribution and views of a range of stakeholders. The information and judgements set out on the grid should enable reviewers to establish strengths and weaknesses and levels of risk. . Much of this will be an update of the previous self- view document. However, **councils are requested to allocate time to updating this self- view and to engage the appropriate people in the process.**

The grid is the **KEY AND ONLY DOCUMENT** that councils will need to present at the BPN Challenge Forum. The DCS and his or her team will need to be prepared to evidence their judgements and to defend their self-view. Critically, they will need to be able to present a clear, evidenced opinion on,

- The overall position of the council and partnership
- The degree of risk that they face
- The priorities for Peer Challenge
- The areas where sector support is sought

In completing this grid, it is envisaged that council teams will draw on evidence from a wide ranging self-evaluation process which will include qualitative and quantitative data/audits/ voice of the child and community.

The detailed background information is not required for the BPN Challenge Forum though council teams will want to draw on evidence from them in support of their self-view.

Finally, it is emphasised that this is a self-view of the council and its partners presented by the DCS. In the best practice, corporate and political leaders as well as partners will have contributed to this self-view and will share it. It is a matter for each council to decide how this is to be achieved. Factoring self -view into the calendar of leadership and corporate team meetings has worked well in the first round.

DCS/Departmental Management Team Overview: Council: Lancashire County Council

Summary of strengths

Performance; Partnerships; Participation; Political Leadership and Prevention

The Directorate for Children and Young People has a good track record of improvement which is supported by an inspection judgement of outstanding in respect of Fostering and judgements of good in respect of Safeguarding/Looked After Children and Adoption. 100% of Nursery Schools, 93% of Special Schools, 91% of Children's Centres, 84% Primary Schools, 80% of Short Stay Schools, 78% of Children's Homes and 76% of Secondary Schools have also been judged to be good or outstanding. There are no, Short Stay Schools, Children's Centres, Nursery Schools or Children's Homes judged as inadequate and only 13 establishments out of 702 (5 Primary Schools; 7 Secondary Schools & 1 Special school) presently judged as inadequate as at March 2014.

The Chief Executive, Leader of the Council, Lead Member, Interim DCS and Directorate Extended Leadership Team model visible and resourceful political and managerial leadership which has produced ambitious plans for working differently with families and young people. This is further supported by an openness to innovation and use of research and evidence from the JSNA which has resulted in investment from the County Council and partners at a time of budget constraints e.g. Prevention and Early Support commissions.

In addition to this the County Council has invested in other initiatives to improve outcomes for children and young people across Lancashire e.g. Best Start Lancashire, the appointment of additional social workers, Social Workers in Schools and the development of domestic abuse services for children and young people. The Best Start initiative has helped improved performance in the Early Years Foundation Stage, with children achieving good levels of development, better than North West and national rates, across all the key areas of the Profile. Best start is an initiative instigated by the County Council in partnership with schools run through children's centres to provide additional early support at targeted children and their families with the specific purpose of preparing disadvantaged children for school and learning by actively involving parents in their children's learning journey.

The Working Together with Families approach, as part of Lancashire's commitment to Troubled Families, aims to develop a 'Team around the family' approach, where key services and agencies work together to tackle issues in relation to identified families with complex needs. This is now part of Lancashire County Councils (LCC) wider Prevention and Early Help Offer. The number of families identified that meet two or more of the national criteria is 2749. The number of families identified for payment by results is 2630 and Lancashire aims to have started to work with all of these families by the end of September 2014. As at August 2014 Lancashire is working with 2162 families and has turned around 1187 families. Positive outcomes include:

- By January 2014 65% of families worked with, had an improved situation (turned round)
- In July 2013 Lancashire topped the table of all authorities for outcomes achieved

Examples of benefits for and impact on families include: increased involvement in education, employment, training or work of family members; increased confidence by local communities that agencies are working together with families; family financial and practical life skills improved.

Lancashire has managed its budget reductions well and is engaging staff in the transformation of its services given the further budget reductions required. Priority has been given to protecting frontline delivery within Children's Social work services, which includes Children with Disabilities and YOT..

There is a culture of partnership working both at a strategic and operational level, including innovative work with the Third Sector in providing services, especially within the prevention and early help arena and with the Schools Forum who provide financial support to a number of initiatives including domestic abuse services. There is evidence of good multi-agency working via the development of multi-agency teams for CSE and particularly good partnership working between Children's Social Care (CSC) and the Police. A review of partnerships has taken place and newly formed Children's Partnership Boards in five areas across Lancashire come into effect from September 2014 merging the previous District Children and Young People's Trusts with the Locality Safeguarding Children Groups to reduce duplication and provide one single forum for strategic oversight and promotion of multi-agency working. The new arrangements are compatible with the same geographical footprint as local Health and Wellbeing Groups to improve the connectivity and ownership for children's health.

There has been good partnership work with health to implement the significant changes from the new SEN Code of Practice and associated Regulations for the 1 September 2014 and also with parents/carers who have also helped to co develop services.

One of our major strengths is our committed and passionate workforce who are supported by a comprehensive workforce strategy with targeted action to address the needs of newly qualified staff. The strategy addresses areas of recruitment and retention as well as workforce and succession planning. Staff turnover rates in Children's Social Care have increased more recently with current levels at 15%. In addition to their commitment and passion the staff are also knowledgeable about their families and look at creative practice to improve outcomes. There has been observation of good practice seen during internal multi-agency safeguarding practice inspections, a thematic inspection of early help, as well as an internal inspection of our Adoption Service.

We have maintained good performance despite demand pressures and performance management is well embedded across the teams including at operational level. In respect to performance indicators the

	<p>following areas are identified strengths in comparison with the national and statistical neighbour profiles:</p> <ul style="list-style-type: none"> • Performance in making children ready to start school <ul style="list-style-type: none"> ○ 59% of Lancashire children achieved a good level of development at Foundation Stage, compared with North West (50), statistical neighbour (51.3) and national (52) rates. • Performance in reducing NEET levels has been sustained <ul style="list-style-type: none"> ○ The 2013/14 NEET figure for Lancashire was 5.3% which was better than the regional and statistical neighbour averages (5.4). • Levels of educational attainment are continuing to improve and are better than the national average <ul style="list-style-type: none"> ○ 61.2% of pupils achieved 5 GCSEs grades A-C including English and Maths in 2013 which was better than North West (59.9%), statistical neighbour (60.9%) and national (59.2%) rates. 80% of pupils achieved level 4 at Key Stage 2 in Reading, Writing and Maths which was better than North West and national rate of 79%. • Good rates of school attendance. <ul style="list-style-type: none"> ○ Total school absence in 2013 in Lancashire (4.8%) was better than North West, statistical neighbour and national rate (5.2%) ○ Persistent absenteeism (3.9%) was also much better than North West (4.7%), statistical neighbour (4.5%) and national (4.6%) rates. • The rate of CP plans lasting more than 2 years is low <ul style="list-style-type: none"> ○ 2.4% of CP Plans lasted two years or more in Lancashire in 2013 and this was better than North West (3.3%) and national (3.2%) rates. ○ There were 36.3 per 10,000 children with CP Plans in Lancashire in 2013 and this was lower than North West (41.4), statistical neighbour (41.8) and national (37.9) rates. • Placement stability for looked after children is very good <ul style="list-style-type: none"> ○ Long-term placement stability has continued to improve reaching 72% in 2013. This was better than statistical neighbour (65.7%) and national rates (67%). <p>Lancashire has positive engagement with children and young people, parents and carers via the Children and Young People's Trust and other services which helps inform and shape service design and delivery e.g. Children with Disabilities (CwD) respite services, priorities within the CYPP and Young Inspectors programme.</p>
Areas of Concern	<ol style="list-style-type: none"> 1. The evidence of the impact of our early help initiatives in respect to improving outcomes, including the embedding of: <ul style="list-style-type: none"> • The use of CAF across all agencies which is now a more holistic assessment of the child and their family an developed with input from families and young people. • Increased use of the Team around the Family approach to ensure a co-ordinated response • Engagement of agencies in the Lead Professional role • A clear step up and step down process in place which targets services appropriately • Staff being able to articulate and understand fully the early support offer and its relationship to the journey of the child and outcomes <p>A recent thematic inspection of early help identified some good practice taking place, especially within Children's Centres and investment in early help via commissioned services which was targeted at need. However, there still needs to be wider understanding of the services available and the use of CAF in assessing families and targeting the right support at the right time to avoid escalation into statutory services.</p> 2. Outcomes for children and young people in care, in particular achieving permanence more quickly, increasing the proportions of care leavers in Employment Education and Training (EET) and in suitable accommodation and educational achievement of CLA at GCSE. Although Lancashire has improved its performance in respect to adoption it is still showing poor performance on its adoption scorecard as this is calculated on a three year average. A recent internal inspection of our adoption service observed some good practice and efforts to address delay, and in year monitoring indicates further improvements in performance against the scorecard thresholds, although these improvements will only be realised in future releases due to the three-year average nature of the performance data. However, the number of children placed for adoption during 2013/14 was higher than any previous year with a proportion of these being sibling groups and BME children. We have also seen a commensurate growth in the number of children achieving permanence via Special Guardianship Orders (SGOs) and Residence Orders (ROs) over the same period. Adoption performance is a corporate priority and has also been subject scrutiny by the Cabinet Committee on Performance Improvement (CCPI). 3. The impact of the increase in the rate of referrals/re-referrals to Children's Social Care and rising rate safeguarding activity over the last 12 months e.g. <ul style="list-style-type: none"> • Increase in Sec 47 enquires • Increase in Child Protection Plans (CPP's) • Increase in Children Looked After (CLA) <p>Lancashire has undertaken significant work to further strengthen its triage service as part of its commitment to the development of a Multi-Agency Safeguarding Hub (MASH) and as a consequence revised the definition of referral, which is now more closely aligned with the position of other LAs in the NW region.</p> <p>The rapid rise in CLA numbers over recent years appears to have slowed over the last 10 months, and CLA and CP numbers have plateaued and began to decrease. However, the rate per 10,000 remain above the national average and it is too early to assume with any degree of certainty that this is a permanent abatement, although a falling birth rate and population reductions would predict a smaller CLA/CP intake over the next five years.</p>

The risk however is that previous pattern of rapid rises could return, particularly as economic factors point to a continuing pressure on standard of living over the next three years (rising interest rates leading to price rises, and low wage increases leading to increased financial pressures for families in need).

There are also related risks linked to a significant increase in Child in Need casework (s17) over the past 12 months which directly links to fewer CLA. The transition proposal is that those risks should be managed by a defined prevention & early help offer that manages risk at level 3 of the continuum of need.

In addition Lancashire has double the national average of children placed at home with parents who are subject to Care Orders which is again impacting on the overall CLA figures. As outlined above the increase in demand on services has also been a subject of scrutiny by the CCPI.

4. The impact of the health reorganisation and its impact in respect to health indicators and outcomes. Although this has to be counterbalanced by the fact that the authority is proactively planning for the transfer of health visiting and family nurse partnerships as part of its integrated Well being, Prevention and early help offer.
5. Areas of performance where we require improvement include:
 - Infant health. For example, the infant mortality rate in 2012 in Lancashire (5.4 per 1,000 live births) was higher than national (4.1), North West (4.5) and statistical neighbour rates (4.3). Breastfeeding rates were also worse than comparator rates.
 - Hospital admissions: the rate of admissions per 10,000 of 0 to 14 year olds for deliberate and unintentional injuries in Lancashire (142.3) was well above statistical neighbour (122) and national (118) rates in 2012.
 - The proportion of CLA with an up-to-date Health Assessment reduced in June 2014 to 52.5% - well below the 2012/13 average for Lancashire (85.1%), but is improving but is a cause for concern as also the figures for this indicator have been reducing every month since December 2013. Health colleagues have expressed concern that they do not have access to Lancashire's Children's System (LCS). This issue has been addressed via the Lancashire Safeguarding Children's Board and Corporate Parenting Board and is the subject of more intensive scrutiny corporately via our CCPI.
 - Adoptions: whilst the adoption rate of children looked after in Lancashire in 2013 (15%) was above statistical neighbour (13.1%) and national (13.0%) rates, the time taken to process adoptions tend to be longer than the national average. For example, our adoption scorecard showed that over the three year period from 2009 to 2012, the average time taken from a child entering care to them moving in with their adoptive family was 698 days in Lancashire compared with a national average of 636 days (the length of care proceedings over the same period was 9 weeks longer than the national average). We have on occasions sacrificed timescales to enable siblings to remain together. This has on occasions led to longer timescales, but resulted in a better outcome e.g. 11 of the 85 children placed for adoption in 2013 were sibling groups.
 - Care-leavers. The proportion of care-leavers in suitable accommodation in Lancashire in 2013 (80%) was some way below North West (89%), statistical neighbour (86.2%) and national (88%) rates. The proportion in EET in Lancashire (55%), whilst increasing from the previous year, was also below North West (60%), statistical neighbour (59%) and national (58.%) rates.
6. Caseloads remain above the recommended level with the average social work caseload being in region of 23, although efforts are being made to address this and these are beginning to reduce due to additional resources being provided and as outlined above demand beginning to decrease. Lancashire has no agency workers in CSC posts, but there is as in most other areas a high number of newly qualified social workers which is being managed with good support via the Principle Social Worker to improve retention.
7. Lancashire has recently transferred to a new CSC records management system (Liquid Logic Children's System) which is taking time to embed and based on the experience of other authorities continue to have an impact in respect to data quality, recording and performance. A risk log has been developed, but it is envisaged based on the experience of other regional authorities who use the same system, that it will take 6-12mths before the system is fully embedded and confidence in the system is in place.
8. IRO caseloads continue to be above the recommended statutory guidance. However, priority has been given to increasing the number of IROs, but alongside the increase in safeguarding and CLA activity this has had an impact on some levels of performance e.g. reviews on time, children seen between reviews. However, the IRO service continues to offer a high quality of service as evidenced by audit activity, including evidence of challenge to the authority via 'Starred Recommendations'.
9. Impact of budget reductions on services As with all other local authorities the Council has faced significant reductions in resources over a prolonged period which have resulted in the need to make savings of over £0.5bn over the 7 years 2011/12 to 2017/18 which results from significant reductions in the level of central government support at a time when the Council is facing increasing demand for services as well as inflationary pressures on costs. This is clearly a significant challenge, and throughout this period the Council's objective has been to protect services to the most vulnerable members of our communities as far as possible. The focus has been to robustly challenge our costs and spending – to ensure that all avenues continue to be explored before impacting on services. Although we have delivered significant savings which do not impact upon services, the Council recognises looking forward, to deliver for our communities with significantly less resources, we will have to be different. We cannot sustain the same organisation and the same service offer but instead, must focus on transforming our organisation and developing a new service offer to our communities that makes clear what we can deliver within the resources we have available. There is however a commitment to protect Social Work frontline services; however, the reductions will have some impact on management capacity and

	<p>other services, with these having increased responsibilities and portfolios. In addition new ways of working are being looked at and this can cause anxiety amongst staff. As a result of reduced managers there will be a loss of organisational memory and expertise and experienced staff will be lost through the process of VR.</p> <p>10. CAMHS services are still a priority with concern still regarding sufficiency and ensuring a robust response to need at each tier of comprehensive CAMHS. The draft Commissioning Strategy has identified a number of proposals for joined up action to address the following areas of concern:</p> <ul style="list-style-type: none"> • Lack of a specific local multi agency board to inspire, lead, inform local efforts and hold each other to account to improve CYP mental health and psychological wellbeing. • Work is needed to counter the stigma associated with mental illness and its consequences. • Strategies are needed for developing better use social networking and other web based sites to promote messages to CYP • Lack of guidance for settings in commissioning emotional health and wellbeing services • A necessity to intervene earlier to prevent escalation into higher cost provision which is already struggling to meet to need. • The current commissioning arrangements for CAMHS provision into Lancashire Youth Offending Teams are complex, with provision being funded either directly by CCG's through their substantive CAMHS commissioning arrangements or directly by LYOT. These are currently being reviewed as part of the YOT health transformation project • Inequity of funding across the six CCGs both for Clinical Psychology (£3.37- £14.49 per head) and CAMHS (£17.86- £42.76 per head) • Waiting times between referral and assessment for clinical psychology services (longest is 49 weeks; the shortest is 12 weeks) • Staffing levels within CAMHS East Lancashire Child Adolescent Service (ELCAS) – 43% of expected capacity; Central Lancashire - 56% and North Lancashire - 32%). • Difficulty in collating comparable performance information as the development of routine systems for collation was delayed in anticipation of the National CAMHS dataset • Lack of inpatient beds locally leading to an increase in use of out of area Tier 4 beds and beds on adult wards. 																																																																																										
Key enablers to improvement	<ul style="list-style-type: none"> • There is a very strong commitment to partnership working with partners at this time still choosing to retain the Children and Young People's Trust Partnership, working together to deliver a Children and Young People's Plan. This commitment to partnership working is also reflected in partner's engagement in multi-agency inspections to monitor and review the quality of frontline practice. • The County Council's assumption of responsibility for Public Health provides an opportunity for even closer working with health colleagues to deliver improved health outcomes for children and young people. It also enables the Public Health agenda to be closely aligned with the Prevention and Early Help offer, specifically planning now for the transfer of health visiting services and Family Nurse Partnerships. • We are working closely with Third Sector partners, especially in respect to the commissioning of key services for early help, working with children and young people on the edge of care and missing children with independence assured in respect of return home interviews for children missing from their home as part of the wider commitment to understand and explore the reasons for children running away. . The commissions are more outcome focussed and some are provided on a payment by results basis. There has also been an increase in Honour Based Violence (HBV) referrals in the East of the County and the link between CSE and HBV and forced marriage (a form of HBV) has been recognised . As a result Lancashire commissioned training specific to HBV in 2013 and this year also • There is a positive relationship with the Schools Forum which has provided funding in a number of areas e.g. early help commissions in respect to parenting, emotional health & wellbeing, family support and domestic abuse services • As outlined above the Council's objective has been to protect services to the most vulnerable members of our communities as far as possible. 																																																																																										
Key blockers to improvement	<p>Liquid Logic Children's system and impact on data quality, data accuracy, recording, performance data and staff morale.</p> <p>Impact of budget reductions on services</p> <p>Loss of experience, knowledge, retention and staff anxiety through LA transformation/restructure</p> <p>Increase in demand for services at a time of budget reductions</p> <p>Impact of other agencies restructures on service delivery</p> <p>There are a number of actions/groups in place to address the above including:</p> <ul style="list-style-type: none"> • Extensive consultation on the LA Transformation/restructure • A group monitoring the impact of the LL LCS with a comprehensive risk log being progressed • The Principle Social Worker is supporting workforce development and retention, especially for NQSWs 																																																																																										
Key Indicators in the top 10% nationally, please include Education data	<table border="1"> <thead> <tr> <th>Measure</th> <th>Rank</th> <th>Lancs</th> <th>Eng</th> <th>NW</th> <th>Measure</th> <th>Rank</th> <th>Lancs</th> <th>Eng</th> <th>NW</th> </tr> </thead> <tbody> <tr> <td>Average Points Score at AS/A Level</td> <td>6</td> <td>808.3</td> <td>724.3</td> <td>734.2</td> <td>SEN Statements issued in 26 weeks</td> <td>1</td> <td>100%</td> <td>84%</td> <td>87%</td> </tr> <tr> <td>% 3+ A Grades at A Level</td> <td>10</td> <td>15%</td> <td>12.5%</td> <td>10%</td> <td>% Take-up of childcare by low income families</td> <td>13</td> <td>22%</td> <td>17%</td> <td>20%</td> </tr> <tr> <td>% AAB Grades at A Level</td> <td>10</td> <td>24.3%</td> <td>20.3%</td> <td>17.2%</td> <td>% pupils with SEN Statements Level 4+ KS2:</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>% Achieving Level 2 qualification at 19 when not at 16</td> <td>8</td> <td>21.9%</td> <td>16.3%</td> <td>17.9%</td> <td>Reading, Writing and Maths</td> <td>12</td> <td>21%</td> <td>14%</td> <td>15%</td> </tr> <tr> <td>% CLA classed as Persistent Absentees</td> <td>32</td> <td>3.3%</td> <td>5%</td> <td>5.2%</td> <td>Grammar, Punctuation and Spelling</td> <td>12</td> <td>24%</td> <td>17%</td> <td>18%</td> </tr> <tr> <td>% CLA placed 20+ miles from home, outside boundary</td> <td>12</td> <td>21%</td> <td>35%</td> <td>22%</td> <td>% primary overall absence</td> <td>11</td> <td>4.25</td> <td>4.7%</td> <td>4.5%</td> </tr> <tr> <td>% School-aged CiN with no SEN</td> <td>10</td> <td>53.1%</td> <td>42.1%</td> <td>-</td> <td>% secondary unauthorised absence</td> <td>13</td> <td>0.9%</td> <td>1.3%</td> <td>1.3%</td> </tr> <tr> <td>% School-aged CiN with SEN</td> <td>10</td> <td>46.9%</td> <td>57.9%</td> <td>-</td> <td>% of Agency SWs</td> <td>11</td> <td>1%</td> <td>9%</td> <td>9%</td> </tr> </tbody> </table>	Measure	Rank	Lancs	Eng	NW	Measure	Rank	Lancs	Eng	NW	Average Points Score at AS/A Level	6	808.3	724.3	734.2	SEN Statements issued in 26 weeks	1	100%	84%	87%	% 3+ A Grades at A Level	10	15%	12.5%	10%	% Take-up of childcare by low income families	13	22%	17%	20%	% AAB Grades at A Level	10	24.3%	20.3%	17.2%	% pupils with SEN Statements Level 4+ KS2:	-	-	-	-	% Achieving Level 2 qualification at 19 when not at 16	8	21.9%	16.3%	17.9%	Reading, Writing and Maths	12	21%	14%	15%	% CLA classed as Persistent Absentees	32	3.3%	5%	5.2%	Grammar, Punctuation and Spelling	12	24%	17%	18%	% CLA placed 20+ miles from home, outside boundary	12	21%	35%	22%	% primary overall absence	11	4.25	4.7%	4.5%	% School-aged CiN with no SEN	10	53.1%	42.1%	-	% secondary unauthorised absence	13	0.9%	1.3%	1.3%	% School-aged CiN with SEN	10	46.9%	57.9%	-	% of Agency SWs	11	1%	9%	9%
Measure	Rank	Lancs	Eng	NW	Measure	Rank	Lancs	Eng	NW																																																																																		
Average Points Score at AS/A Level	6	808.3	724.3	734.2	SEN Statements issued in 26 weeks	1	100%	84%	87%																																																																																		
% 3+ A Grades at A Level	10	15%	12.5%	10%	% Take-up of childcare by low income families	13	22%	17%	20%																																																																																		
% AAB Grades at A Level	10	24.3%	20.3%	17.2%	% pupils with SEN Statements Level 4+ KS2:	-	-	-	-																																																																																		
% Achieving Level 2 qualification at 19 when not at 16	8	21.9%	16.3%	17.9%	Reading, Writing and Maths	12	21%	14%	15%																																																																																		
% CLA classed as Persistent Absentees	32	3.3%	5%	5.2%	Grammar, Punctuation and Spelling	12	24%	17%	18%																																																																																		
% CLA placed 20+ miles from home, outside boundary	12	21%	35%	22%	% primary overall absence	11	4.25	4.7%	4.5%																																																																																		
% School-aged CiN with no SEN	10	53.1%	42.1%	-	% secondary unauthorised absence	13	0.9%	1.3%	1.3%																																																																																		
% School-aged CiN with SEN	10	46.9%	57.9%	-	% of Agency SWs	11	1%	9%	9%																																																																																		

Key Indicators in the bottom 10% nationally, please include Education data	Infant Mortality	127	5.4	4.1	4.5	% of child waiting <20 months between CLA and adopters	130	43%	55%	-
Key Indicators for which at least the last three years of data show year-on-year decline, please include Education data	Core Assessments completed by CSC	-	242.8	204.2	214.4	Ave time between LA receiving court auth and deciding match *	113	254	210	-
	Ave time between CLA and moving in with adopters *	133	786	647	-	CLA Rate per 10,000	-	61	60	79
	% of child waiting <20 months between CLA and adopters *	130	43%	55%	-	% CLA in foster care with 3+ placements *	114	20	16	-

*** only two years change in time rather than three**

Demographic, organisational or political issues within the LA and Partnership				
Summary Self-Assessment	View from Departmental Leadership	Comment and evidence	Is this a priority?	Risk Level
Has political control changed? Have there been other changes to the political context?	<p>The County Council is currently controlled by the minority administration of the Labour Party, with the support of the Liberal Democrat Party. Prior to this the Conservative Party controlled the Council for four years.</p> <p>From June 2013, the county council consists of 84 elected Councillors. The council's composition is:</p> <ul style="list-style-type: none"> Labour: 39 Conservative: 35 Liberal Democrat: 6 Independent: 3 Green Party: 1 <p>23 councillors stood down at the last elections. As a result we have new councillors, some with limited experience of children's social care. In addressing this we have completed a number of Elected Member Bitesize Briefings on Safeguarding; CSE; SEND; Inspections. We have also supported observational visits to teams and the Interim DCS meets at least monthly with the Cabinet Member and regularly with opposition members to brief them on Children's issues as well as attends accountability meetings with the Leader, Deputy Cabinet Member and Chief Executive around performance and also safeguarding..</p>			
Are the needs of children a political priority for Members?	<p>The needs of children are a political priority for members and have always been reflected in the Corporate Strategy.</p> <p>Given the new administration was formed part way through a 3-year financial cycle, the Cabinet wanted to take stock and fully understand the future challenge faced. Therefore rather than develop a new corporate strategy at that time, Cabinet agreed a new strategic document that set out the direction of travel they wanted to take. The document outlined the initial priorities for the coming year with a view to developing a future corporate strategy that articulates a new service offer to be delivered by a new-look organisation.</p> <p>The direction of travel agreed last year acknowledged the challenging financial environment in which the county council was operating and highlighted the importance of partnership working to support Lancashire communities, reduce duplication and secure value for money. The new administration signalled their intent to adopt a can-do approach and the need for doing things differently for less.</p> <p>The county council agreed three cross-cutting priorities:</p> <ul style="list-style-type: none"> to prepare for the future; to support the most vulnerable; and to boost the Lancashire economy, both creating and protecting jobs. <p>Since then work to develop our corporate and budget strategies has been on-going and reflect both the changing external environment and the priorities set by the administration. Underpinned by the Marmot policy objectives the new corporate strategy will focus on creating prosperity, improving health and wellbeing, fairness and supporting the most vulnerable people.</p> <p>The Council's Statement of Intent prepares Lancashire for a future of reduced revenues and rising demand by finding new ways of supporting young people across Lancashire. Including a greater emphasis on managing and reducing demand through new prevention measures, offering earlier help for those who need it, and combining and targeting public services where they can be most effective.</p> <p>Despite the need to make financial savings, the County Council has:</p> <ul style="list-style-type: none"> Appointed additional social workers Agreed funding for prevention and early help commission Agreed funding to commission service for missing children, return home interviews and early response 			
Are there demographic changes that put	<ul style="list-style-type: none"> The mid-2013 population estimates show the population of Lancashire to have risen to 1.18m (0.3%) from 2012. In contrast, the number of 0 to 19 year olds had fallen to 274,531 (-0.2%). Future population projections reveal that the county's population is expected to grow to 1.54 million by 2037, whilst the 			

<p>additional demand on our services or which expose the Service to risk?</p>	<p>0-19 population will reduce by 1.5% to 270,347.</p> <ul style="list-style-type: none"> • The 2011 census showed that less than 8% of the population are from Black/Minority Ethnic Groups but this figure rises to around 20% in Pendle and Preston. Around 17% of the school population are other than White British and many of these are of Pakistani heritage. • Life expectancy, continues to improve across all parts of Lancashire, but in some of the Lancashire local authorities, male and female life expectancy at birth rates are amongst the worst in England and Wales. Analysis of inequalities shows, for example, people in the most deprived parts of Lancashire are seven times more likely to die early from illness associated with diabetes than those in the most affluent areas. • Building expansion in some districts is having an impact on demand for services, such as Buckshaw Village in Leyland. Whilst the City Deal (Preston & South Ribble) - worth more than £430 million - aims to deliver economic growth, 20,000 new jobs and 17,000 homes over the next decade by delivering substantial new roads/ transport and infrastructure improvements. The impact on services is not yet know. 			
<p>Are there trends in performance data from other LA services and/or from individual strategic partners which expose the Service to risk? Please include schools and colleges here</p>	<p>No major risks have been identified but performance on some infant health measures is below average, especially in the east of the county, and remains a concern.</p> <p>There are also issues in relation to health assessments for CLA and Adoption medicals which are having an impact on performance in these areas.</p>			
<p>Are organisational changes being implemented by strategic partners which increase risk? Please include the school community</p>	<p>Changes in the NHS are causing a great deal of upheaval. In addition, multiple economies in health, different boundaries for CCGs, Acute and commissioning provider services – some crossing County and District boundaries present a challenge in developing a shared understanding of the needs of children and young people.</p> <p>The changes within the Police are having some impact on availability in some areas and this is being addressed with them.</p> <p>The changes in the delivery of Probation Services may also present some challenges, although it is too early to provide specific evidence at this time.</p>			
<p>Are systems changes within the LA in progress which increase risk?</p>	<p>The replacement of the Council's existing social care information case management system with Liquid Logic's Children's System, from March 2014, has caused a great deal of upheaval and difficulties. Issues around timeliness of transference to the new system, migration of data, recording and staff adapting to the new system have been significant factors which carry risks. However, robust in-service record keeping has ensured a true record of service activity.</p> <p>There are existing issues around the identification of social worker posts within the HR element of the county council's Oracle database. This has proved an issue for completing the social care workforce data submission. We have recognised this and there is a group commissioned by the Management Team of the County Council to address this.</p> <p>The council continues to review its ICT assets to ensure that we have solutions which will meet our future needs and have recently established a new project team to take forward a major programme of work using ICT based solutions to help us manage our assets more effectively. We have also invested in additional capacity to help us to maximise the benefits of ICT investments and to secure the best value for money from our partnership with BT Lancashire Services.</p> <p>We have recognised that, at times, we have not achieved the benefits that we expected from our investment in ICT and that our models of self-service have sometimes distracted managers from activities which have greater value. As a result we have begun to work to resolve those issues through our "Putting it Right" Group. It brings together employees from across the county council to identify issues which are a barrier to effective working and to develop proposals, together with the resource implications, of putting this right.</p> <p>We are also undertaking work to take stock of our position and to ensure that we continue to focus on the right ICT developments, aligned to our new organisation and service offer.</p>			
<p>How effective is the</p>	<ul style="list-style-type: none"> • The LSCB has a quality assurance framework in place and undertakes regular multi-agency audits and focus groups in order to demonstrate how it measures the effectiveness of partner agencies in safeguarding children. In addition the 			

<p>LSCB? Does the Chair manage the LSCB in a measured and effective manner? Can the LSCB demonstrate that the challenge it offers has improved services for children?</p>	<p>LSCB also completes multi agency safeguarding practice inspections, Sec 11 Peer Reviews and reviews all child deaths, including those that are serious case reviews. There is a programme of monitoring in place to ensure that findings from audits and reviews make a difference to practice and therefore improve outcomes to children.</p> <ul style="list-style-type: none"> • Performance data is monitored routinely by the LSCB but there are difficulties getting performance data from some relevant agencies, in particular health. Exception analysis of data collected takes place. Data is available via LSCB/CDOP Annual reports with an expectation that organisations act on the findings in those reports and feedback on progress. Work continues to look at how we can improve the quality of the performance scorecard, including reporting by District as well as countywide. • After every meeting of the LSCB, the members take time to look at 'what difference' they have made that day, and ensure they have challenged where appropriate and made recommendations where necessary. • The LSCB chair has been in post for six months and during that time has significantly progressed the effectiveness and performance of the LSCB. Since the chair has been in post the LSCB has engaged much more effectively with schools, the Health and Wellbeing Board, Corporate Parenting Board and independent children's homes amongst other bodies. These links have strengthened the efficacy of the LSCB in scrutinising the work of all agencies to safeguard children. • The chair has ensured that the LSCB holds agencies to account for their attendance at LSCB meetings and sub groups. In addition, LSCB membership is being improved to ensure that representation reflects the requirements set out in Working Together and that the Board can be as effective as possible for an area the size of Lancashire (e.g. education reps, provider reps, etc.) • The chair is about to undertake a 360 degree review having been in post for six months and will incorporate the findings from this into her annual appraisal. She is also has accountability meetings with the Interim DCS and Chief Executive in accordance with the memorandum of understanding agreed by all parties. • The LSCB challenges agencies on a routine basis (through regular reporting requirements to the LSCB) and on specific issues. Recent examples of this include: <ul style="list-style-type: none"> • Challenge to Police and CSC re compliance with MFH guidance with the result that all children who go missing will now receive independent return home interviews. • Challenge re caseloads and increasing demand for CSC and other agencies, which led to safeguards in caseload monitoring and reports that extra social workers were to be recruited. • The performance in completing CLA health assessments was causing concern and therefore the LSCB challenged agencies to resolve the issues and ensure children looked after were receiving their health assessments in a timely manner. • A recent issue about the supervision of children in hospital settings was identified through a case review, and the LSCB led a multi-agency group that improved and developed procedures around this to ensure children were kept safer in similar situations in future. • Concerns about robustness and equity of CAMHS caused the LSCB to request assurance. However the reports provided did not achieve this and the Board has now raised its concerns with the H&WBB asking them to take action to ensure this is put right. 			
<p>How effective is the scrutiny offered by council corporate services?</p>	<ul style="list-style-type: none"> • The Council's Education Scrutiny Committee receives regular annual updates on CLA school attainment. The Executive Scrutiny Committee also oversees the Safeguarding/ Looked After Children inspection action plan. • Scrutiny of performance is also undertaken by the Cabinet Committee on Performance Improvement (CCPI). On a quarterly basis this receives reports on performance against the Council's agreed KPIs and requires recovery plans for any indicator forecast to miss its target. The responsible officer is required to attend and the challenge to improve set by Members is clear and robust. Alongside these routine reports the committee has also requested reports on specific issues and it has taken a particular interest in improving school performance, educational attainment and reducing the number of young people who are not in education, employment and training. The CCPI has also undertaken a piece of work looking at the effective use of Pupil Premium in raising achievement. • The Corporate Parenting Board scrutinises issues and services linked to corporate parenting and receives regular reports on performance. Councillors on the CPB also undertake Reg 33 visits to Lancashire Children's Homes and have also visited independent children's homes to monitor the quality of the service being provided and obtain CLA views and experiences. There is also a plan for nominated councillors to undertake similar visits to Lancashire CLA placed in distant placements. • Currently, the CYP directorate produces a Quality of Service (QoS) report and Safeguarding report on a quarterly basis. The QoS report is presented to the County Management Team and used by the Leader and CE of the Council to hold the Executive Director to account in the regular briefings. The report includes: a suite of key measures of which 			

	<p>performance is monitored; updates on key projects/work streams in children's services – plus associated risks; and examples of innovation and good practice.</p> <ul style="list-style-type: none">• The Council has a communications/media team who liaise closely with Elected Members and Senior Managers on a range of issues. They will respond to particular local issues as well as any national issues that may be emerging. There is also close liaison with partner communication/media teams, especially in relation to high risk areas and Serious Case Reviews.			
--	---	--	--	--

Quality of Leadership				
Summary Self-Assessment	View from Departmental Leadership	Comment and evidence	Is this a priority?	Risk Level
Is there stable and permanent leadership at DCS and senior leadership level?	<ul style="list-style-type: none"> The Directorate's senior leadership has been fairly stable in recent years. A large majority of the members of the Directorate's Extended Leadership Team have held senior positions within the Directorate for more than four years. The current interim Executive Director for Children's Services, Louise Taylor, was appointed from within the existing Directorate Leadership Team and has been in post since 2013. The previous Director for Children and Young People, Helen Denton, had been in post since June 2008. Changes in the roles of Directors have been prompted to better align our services for children and families in the future. There are currently three directors for the following areas: Inclusion and Community Safety; Permanence, Protection and Schools; and Prevention and Early Help. 			
Is restructuring taking place? Is it delivered effectively?	<ul style="list-style-type: none"> Restructuring is currently taking place. The catalyst for the change is the sizeable budget reductions required to be made by the County Council (£300m). The process for the introduction of a proposed organisational redesign began in July 2014. Consultation has taken place widely with staff within the LA with the Leader and CE holding briefings and Q&A sessions throughout the process. Appointments to all management posts grade 11 upwards commenced in October 2014, with the next stage (Grade 10 and below) starting in the autumn 2015. Lancashire have consulted on the principles for the restructure and are changing a number of elements as a result of our engagement with employees. For example, the CYP Directorate Leadership Team (DLT) established a cross directorate working group to consider how Lancashire may reshape our offer to children and families, to ensure our statutory requirements are met, outcomes are improved and that we meet the new inspection framework and financial challenge. We have built in consistency and standardisation of job roles, together with the grades and generic profiles that go with them. For example, we have established a new generic profile for grade 14 which is now the standard level for a head of service. The intention has been to create a clearer, simpler structure in this respect and, despite the scale and diversity of the county council as an organisation. The structure has been designed so that when it is implemented this will feel like a very different organisation. It will encourage everyone to think differently and enable us to work differently. Most importantly, it should support us as we strive to be the best council in the country delivering the best services to the people of Lancashire. The transformation/restructure is built on three specific area: <ul style="list-style-type: none"> ➤ Starting Well ➤ Living Well ➤ Ageing Well <p>The CYP element is predominantly placed under Starting Well and includes Public Health.</p>			
Do the Leader/Lead Member/Chief Executive champion Children's Services (safeguarding and education) effectively?	<ul style="list-style-type: none"> The Leader of the Council places a high priority on improving outcomes for children and young people and shows a strong commitment to providing front-line services for vulnerable groups. She has experience of Children's Services and was Cabinet Member for Children & Families in the previous Labour administration and was a member of Preston Children & Young people's Trust Partnership for a number of years. She has readily embraced her statutory responsibility for the safeguarding of all children in Lancashire. Along with the County Council's Chief Executive, Jo Turton, she receives quarterly briefings on a safeguarding scorecard, monitoring performance on a range of safeguarding related measures and other key lines of enquiry. In addition, the Chief Executive has previously shadowed social workers in the field to get a better understanding of their work. The Lead Member for Children and Schools is committed to improving the lives of children and young people in Lancashire and is an observer of the Lancashire Safeguarding Children Board. He has been a member of South Ribble Children & Young people's Trust Partnership for a number of years and has experience as a local school Chair of Governors. The Chair of the Corporate Parenting Board (CPB) has been in post since 2013, and the CPB is carrying on the excellent work undertaken by their previous Chair, CC Tony Winder, evidenced by his reshaping of the CPB to increase engagement of young people and Elected Members. In February 2013, Lancashire CPB hosted The North West Regional Corporate Parenting Conference, which included a keynote speech by Dr Maggie Atkinson - Children's Commissioner for England. As the present Chair is new to the role we have looked to link up with the Chair of another LA CPB to provide support and sharing of good practice. This was also useful for other councillors on the CPB who do not have extensive experience in Children's Services. There is a need to ensure the CPB continues to fulfil its role in respect to support and 			

	<p>scrutiny and addresses areas to improve outcomes for CLA.</p> <ul style="list-style-type: none"> • In addition, each elected member on the CPB has been assigned responsibility for a Board priority and as part of that active champion role they meet with Lead officers and representatives from the Children in Care Council (CiCC), holding services to account for progressing the key actions by scrutinising the priority action plan. Each elected member is also responsible for undertaking both announced and unannounced Regulation 33 visits to children's homes within their allocated geographical areas with feedback considered by the Board and used to inform service continuous improvement. In addition as outlined above councillors have undertaken visits to independent Children's Homes in Lancashire and nominated councillors are going to undertake similar visits to Lancashire CLA placed in distant placements • The County Council's Champion for Young People assists the Leader and appropriate Cabinet Members on efforts across Directorates to provide high quality employment opportunities and apprenticeships for young people, and encourages external organisations to do likewise. 			
<p>Is there effective organisational and political scrutiny and challenge?</p>	<ul style="list-style-type: none"> • Scrutiny takes place through Directorate, Corporate and Partnership structures in addition to that provided by Elected Members (outlined above). Within the Directorate there are weekly Directorate Leadership Team (DLT) meetings and wider Directorate Extended Leadership (DELT) meetings. Corporately there are weekly meetings of the Executive Management Team (EMT) to consider issues of strategic and corporate significance. Each quarter EMT receives a detailed Quality of Service report in respect of each service area. • The Children and Young People's Trust, which is currently re-aligning its partnership structure, includes a county-wide board and a proposal of 5 Children's Partnership Boards. These Boards will also incorporate the work of the Locality Safeguarding Children Groups. The Trust has recently published a new Children and Young People's Plan for the future. 			
<p>Can senior managers demonstrate an accurate knowledge and understanding of how well the Service is performing and can they take sufficiently urgent action?</p>	<p>As previously mentioned CCPI receives reports on performance against the Council's agreed KPIs and requires recovery plans for any indicator forecast to miss its target. The responsible officer (Senior manager) is required to attend and the challenge to improve set by Members is clear and robust.</p> <p>Recovery plans include an action plan to outline the work required to address the issue with performance. Issues raised at CCPI relating to Children's Services include:</p> <ul style="list-style-type: none"> • Attainment of CLA (slight improvement, but below national performance) • Short term placement stability of CLA (improvement in performance) • Timeliness of CP Reviews • U18 Conception Rate (improvement in performance) • Achievement gap between FSM pupils and their peers achieving the expected level at Key Stage 4 • Young People NEET (improvement in performance) <p>In addition to the above Directors and Senior Managers participate in work shadowing, visits to frontline teams, case file auditing and members of internal and multi-agency inspection teams. This enables Senior Managers to not only monitor performance by way of performance indicators, but by observation of practice. The Interim DCS and Senior Managers also meet with social workers via the Social Work Forum to discuss practice and barriers to them undertaking good practice. The Principal Social Worker also facilitates this group and arranged a social work conference with the Chief Social Worker of England, and again Senior Managers were in attendance.</p>			
<p>How effectively does the senior leadership take action where there is evidence of underperformance?</p>	<p>The Directorate Leadership Team (DLT) receives performance reports and requires performance leads to provide recovery plans in respect of any measures in the Children and Young People's plan that are underperforming (unless there is an acceptable explanation for the underperformance). These recovery plans describe the level of underperformance, the reasons for it and include an action plan for improvement setting out what is to be done, by whom and when. The plans are scrutinised and, if necessary amended, by DLT. In the event of underperformance persisting beyond a reasonable period then DLT may require a recovery plan to be reviewed and updated.</p> <p>In the event of underperformance in relation to any of the council's corporate performance measures, Senior Managers will be required to present their recovery plans to CCPI.</p> <p>A multi-agency group has also been monitoring the SLAC action plan and again staff are asked to account or any delays. Actions completed are tested out during the multi-agency safeguarding practice inspections.</p> <p>The Directorate has also re-introduced a Performance Group which will consider performance reports, looking at both good practice or areas of underperformance and any trends that may be emerging.</p>			
<p>How effective is the quality assurance and</p>	<p>The performance management system has been effective in delivering improvement. Service Plans are aligned and are linked to the actions taken by teams through the annual Performance Development Review process.</p>			

<p>performance management system?</p>	<p>The latest data shows that:</p> <ul style="list-style-type: none"> • Performance in relation to 65% of measures in the previous CYPP has improved from the baseline. • Performance in relation to 59% of measures has met the approved target, some of which were very aspirational. <p>The Ofsted inspection in 2012 found that performance management and quality assurance were good and systems were in place at both strategic and operational levels that were having a direct impact on improvements to the quality of work across the partnership.</p> <p>The Directorate has a QA Framework which consists of the following four areas:</p> <ul style="list-style-type: none"> • People and Continuous Learning • Systems Review • Performance Management • Quality and Feedback <p>The Framework has a range of activity, both in respect to case file auditing, internal inspections, themed audits, School Improvement Challenge Board, Young Inspectors, feedback from children, young people, families and employees etc which provide evidence of the quality of practice and any areas for improvement.</p> <p>The LSCB has a case file audit process with themes emanating from this activity. These sit alongside peer reviews of Sec 11 audits and audits of agencies supervision.</p> <p>As above there is a multi-agency safeguarding practice inspection programme in place which measures safeguarding practice in a particular District.</p> <p>There have been a number of audits undertaken in respect to particular themes (e.g. Private Fostering) and the findings are reported to responsible groups as well as the LSCB.</p> <p>The Directorate has developed a Safeguarding Quality Assurance Framework alongside the LSCB which obtains both quantitative as well as qualitative information, including undertaking a literature review, focus groups, and questionnaires. This is based on specific agreed themes (e.g. neglect, missing children).</p> <p>The District Children and Young People's Trusts receive periodic performance information which gives them their performance in respect to a number of indicators against the County position as well as that nationally, regionally and statistical neighbours. This allows Districts to benchmark their practice. This data will be available to the new Children's Partnership Boards.</p>			
<p>Have changes based on good performance information improved services for individual children and groups of children?</p>	<p>The analysis of performance in relation to the following areas has helped improve services for individual children and groups of children:</p> <ul style="list-style-type: none"> ➤ Early Help commissions. These are now more outcome focussed and tools in place e.g. Outcome Star to measure impact and outcomes on identified need ➤ Adoption performance. This has been scrutinised following issues of adoption scorecard and services targeted at avoiding delay ➤ Prevention/edge of care – analysis of performance has been undertaken which identified Family Group Conferences (FGC) and Residential Outreach Services as the most effective services for keeping children out of care and statutory services. 			
<p>Are planning strategies effective? Is there evidence that delivery plans have improved outcomes for individuals and groups of children?</p>	<p>One example of an effective plan is the multi-agency Child Sexual Exploitation (CSE) delivery plan which is addressing the area of CSE and has been acclaimed nationally. This has improved detection and conviction as well as providing services to victims.</p> <p>Prevention/edge of care services – see above</p>			
<p>Do the CYP Trust,</p>	<p>The LSCB has working protocols with the CYPT and the Health & Wellbeing Board (H&WB) which ensure that safeguarding work is coordinated and scrutinised to best effect. Newly created Children's Partnership Boards will run at a local level, and</p>			

<p>Health and Wellbeing Board and the LSCB play a role in leading organisational and partnership improvement?</p>	<p>whilst they will be accountable to the Trust, the LSCB will be monitoring their performance in safeguarding children and holding them to account for this.</p> <p>The LSCB chair has been keen to build links to the H&WB. An example of this is referred to above - the LSCB is currently challenging the H&WB Board to work with them in ensuring children and young people with emotional and mental health issues are receiving the services they need.</p> <p>The LSCB chair presents the LSCB annual report to the PCC, H&WB and CYPT and ensures they respond to the issues it raises.</p> <p>The H&WB has been primarily focussed on adult matters, discharging the Starting Well theme to the CYPT. Efforts continue to ensure the H&WB are accountable for the children's agenda with recent items as outlined discussed re CAMHS and CSE.</p>			
<p>Does Cabinet respect and listen to the advice of the DCS when difficult decisions need to be made?</p>	<p>The Cabinet is keen to challenge issues of policy and performance but respects and listens to the advice of the Interim Director for Children and Young People. Accordingly, at a time of severe financial restraint, they have taken decisions to protect frontline social work services and have invested in additional resources in some services for children and young people</p> <p>In addition the Cabinet has accepted the advice of the Interim Director for Children and Young People on particular safeguarding issues e.g. response to national media items - provision of education and support for children with autism, CSE.</p>			
<p>Is there evidence that early intervention strategies are reducing the number of children entering the social care system?</p>	<p>In the last two years we have seen an increase in children looked after and subject to CP Plans which would indicate that the early help strategy was not having the desired effect of reducing the numbers entering the social care system. However, the most recent trend seems to show a plateau in respect to numbers entering the system and number of CLA and subject to CP Plans has began to fall. There is a need to see the longer term picture in respect to whether the early help strategy and commissions are having the intended impact in addressing need earlier and building resilience with families and communities to support families without the need for statutory intervention.</p> <p>We are able to see the impact of other preventative measures e.g. FGCs, Residential Outreach Services and Edge of care Services. It is envisaged that through this work:</p> <ul style="list-style-type: none"> ➤ 50% of CiN will be de-escalate ➤ 40% of CP will de-escalate ➤ 25% of CLA will de-escalate. <p>Indicative costs savings of £234k represent short term gains, but may not represent the long term effect on CSC.</p>			
<p>Do staff, partners and service users report that there is effective leadership, vision and strategic direction?</p>	<p>The 2012 employee survey found that 65% of those surveyed from the Directorate for Children and Young People believed that senior managers have a clear view of where the organisation is going and 57% had confidence in senior management.</p> <p>The last SLAC inspection in February 2012 and the previous Peer Review found that there was a strong and committed leadership, this included elected members and the Chief Executive. It also found that there was a compelling long term vision for Children's Services, with focussed priorities aligned to local needs. This is redefined based on budget constraints and effectiveness of strategies in place.</p> <p>There are no plans to conduct a new employee survey until the process for the transformation of the County Council has been completed. However, the authority is subject during September to an Investors in People review which will have a focus on employee engagement and satisfaction and similarly a peer review is taking place in October by the LGA to evaluate the County Council's plans for organisational transformation, along with a corporate health check of key service areas.</p>			
<p>Are management structures understood by all staff? How effective are supervision and appraisal systems?</p>	<p>As outlined above there have been changes to senior management responsibilities/portfolios and further changes are to occur as part of the LA transformation/restructure. Whilst these have been necessary every effort has been made to keep these to a minimum. Whilst portfolios have changed there has been no turnover in the CYP Senior Management team for some 5 years with the exception of those who have taken voluntary redundancy. First line management arrangements have not been affected and there is no plan at this time to change these going forward.</p> <p>Supervision arrangements are in place and the LSCB undertook an audit of agencies supervision arrangements. CSC were seen as having appropriate supervision arrangements in place. Although it was recognised that the recording of reflective supervision needs to be improved across all services.</p>			

The effectiveness of the LA School Improvement Strategy				
What data is collected and how is it used to drive school improvement?	<p>Outcome data is monitored by political, corporate and directorate leadership including:</p> <ul style="list-style-type: none"> • Inspection judgements • Pupil achievement • Attendance • Exclusions <p>Outcome data is shared with schools at individual, local authority and district level.</p>	Performance data is analysed effectively and used to inform the identification of key priorities at LA, District, School and pupil group level	No	Low
What other information is collected to support school improvement e.g admissions, finance, workforce, succession planning	<p>Finance, admissions, HR, leadership and governance information is monitored by the Directorate through a School Improvement Challenge Board (SICB)</p> <p>SICB reports to Schools Forum on its impact on school improvement</p>	The coordinated response to schools in difficulty through the SICB is effective in identifying schools at risk of causing concern and in targeting support.	No	Low
How are schools engaged in understanding the data and how do they use it?	<p>Over 95% of schools buy into the LA's data service and work with the LA's school advisers.</p> <p>Data is also shared with the phase specific associations of schools and with system leaders.</p>	Schools have access to a wide range of data provided by the LA as well as national data sets and these are used in partnership with schools to highlight areas of good practice and areas for development.	No	Low
Are there clear target setting processes in place? What is the engagement of schools in this process? How is this conducted?	<p>Corporate and directorate targets are set and monitored for key indicators eg</p> <ul style="list-style-type: none"> • FSM performance and attendance • KS2 and KS4 performance • Performance in low achieving areas of Lancashire • Performance in areas of low achievement • EYFS performance <p>Service targets are shared with schools through phase specific associations and through a governance board.</p> <p>Individual school targets are set by schools themselves, supported by LA advisers.</p>	<p>There are clear target setting procedures in place for the LA which reflect the self-evaluation and areas for development.</p> <p>School targets are set by individual governing bodies supported by LA advisers in inverse proportion to success.</p> <p>There is a trend of improvement in achievement across all phases and a good track record of improvement in the great majority of areas where previous performance has caused concern</p>	No	Low
Is there a transparent process for categorising schools and allocating/ commissioning challenge and support? How does this operate? What is the engagement of system leaders in this process?	<p>The SICB publishes clear criteria for schools requiring special support and reports on this to the Schools Forum.</p> <p>SICB considers the response to schools which are identified as requiring support and the level of support, challenge and intervention is agreed by the SICB.</p> <p>Schools are supportive of the SICB model and system leaders provide much of the support for schools in difficulty.</p>	There is a strong track record of sustained improvement in the quality of provision across Lancashire.	No	Low
Is there a clear set of priorities for school improvement activity/commissioning that focus on where to maximise impact? How are system leaders engaged in	<p>Inspection and achievement outcomes are monitored at corporate and political level and priorities are identified.</p> <p>There is a clear process for identifying priorities for improvement at Directorate level. The impact of the support and challenge is monitored through reports to the Directorate Leadership Team.</p> <p>The key priorities are shared and agreed with the School Improvement Service Governance Board, phase specific associations and system leaders.</p> <p>Priorities are shared with all schools through the LA school Improvement Strategy.</p>	There is a good track record of improvement in areas for development.	No	Low

this process?				
How well are Narrowing the Gap groups known and which schools do well with these groups?	The key underachieving groups are identified by Corporate and political leaders. The Directorate has a clear view of the priority groups for narrowing the gap in Lancashire. The service works closely with schools and has a clear view of good practice in narrowing the gaps. System leaders work with the LA to focus on these groups.	There is a strong track record of improvement amongst underachieving groups in the EYFS and at KS2, but FSM performance at KS4 remains a key priority.	Yes	High
Communication with schools				
How does the LA relate to its schools? What is the nature of the relationship with schools and colleges.	Political and corporate leaders engage effectively with schools and colleges, attending phase specific association meetings. They are well received by schools with a high level of trust. The Directorate has strong links with schools and colleges and there is a high level of trust. Schools engage well with the LA through phase specific associations, the Service Governance Board, local groups of schools.	The buy back for LA school improvement services is very high with over 95% of schools buying the service back. Engagement in offering school to school support is very high from system leaders.	No	Low
Is there a systematic and consistent communication plan which promotes two way communication? How is this reviewed?	At Directorate level there is a systematic approach to communication with schools including: <ul style="list-style-type: none"> The Schools Portal A Sounding Board group Meeting with phase specific associations Meeting with individual schools Involving schools in consultation It is reviewed with schools. Communication with the vast majority of schools is systematic through: <ul style="list-style-type: none"> Phase specific associations Headteacher Forums Governor forums Schools Portal Individual contact with schools. Ongoing feedback is gathered informally and service feedback is gathered every two years. Schools are consulted through Schools Forum on a systematic basis. Communications with a small minority of academies sometimes proves problematic.	Feedback is very positive from the vast majority of schools and responses are used to inform service development. One area for development is the link with system leaders and teaching schools, particularly in the primary phase where work is underway to systematise communication more effectively. Communication with academies, particularly when underperforming, is an area for exploration with the Regional Schools Commissioner.	Yes	medium
Organisation of school Improvement activity across the LA				
What processes and procedures are in place to identify schools and colleges at risk? What procedures apply when a school has increasing support/challenge needs?	The procedures and protocols for working with schools causing concern are set out and overseen by SICB. There is a clear and systematic monitoring process which sets out escalation and de-escalation procedures. Schools are very positive about the support for schools in difficulty and see it as a highly effective part of the LA's work	There is a strong track record of sustainable improvement amongst schools causing concern.	No	Low
Are there clear processes in place to monitor school improvement activity	The processes are clear. Schools understand the school improvement offer.	Schools value highly the work of SICB and the Monitoring and Intervention team and this work is effective in bringing about improvement.	No	Low

across the schools?				
How school improvement activity is allocated/ commissioned and is it responsive to changing needs?	SICB leads and oversees the school improvement work through clear procedures and protocols. School improvement support is tailored to individual schools in partnership with supporting and receiving schools.	There is a strong track record of sustainable improvement amongst schools causing concern.	No	low
How is school improvement activity quality assured?	Political and corporate leaders monitor the impact of school improvement work through reviewing inspection outcomes and achievement, particularly in priority areas. SICB quality assures school improvement work for the Directorate and reports to the Directorate Leadership team. Schools provide feedback on the school improvement support they receive and they pay for the support where they have sufficient resources. The school service guarantee has clear feedback mechanisms for schools to identify good and poor practice.	There is a strong track record of sustainable improvement amongst schools causing concern.	No	Low

Partnership Working				
Summary Self-Assessment	View from Departmental Leadership	Comment and evidence	Is this a priority?	Risk Level
Is there evidence that partners show high levels of trust and appropriate commitment to the goals of the Service? Please include schools and colleges.	<p>There is significant engagement from partner organisations and sectors in strategic partnership structures at both a County and local level. Schools and colleges have been at the forefront of these partnership structures and whilst health engagement has proved problematic during recent reorganisation this is now improving.</p> <p>There is agreement and commitment to a set of shared priorities through the recently refreshed Children and Young People's Plan</p> <p>LSCB membership is wide-ranging and encompasses key statutory and VCFS organisations. All agencies are required to commit to the LSCB via a Compact. There is good attendance at LSCB and sub group meetings and sub groups are chaired by representatives from partner agencies. All key statutory partners make a proportionate financial contribution to the LSCB budget.</p> <p>LSCB partner agencies commit to be part of LSCB QA activity through the QA framework. This includes being part of thematic audits, s11 audit peer reviews and multi-agency safeguarding practice inspections amongst other activities.</p> <p>In addition, partner agencies release staff to be part of the multi-agency training pool who deliver multi agency training and development activities to thousands of practitioners each year. The same agencies across the partnership release their staff to undertake the training, ensuring a skilled and competent workforce.</p> <p>Partner agencies demonstrate the trust and commitment to the service goals in many ways, some already detailed, but also demonstrate it through the challenge they present to one another to drive service improvement. They scrutinise and examine performance and audit activity and push one another to improve outcomes for children and young people. Examples of such challenge include scrutinising services for children with emotional needs, or the processes driving up outcomes for Children Looked After.</p>	<p>High level of buy back into the traded school improvement service</p> <p>Highly positive feedback from schools on school improvement activity</p> <p>High levels of engagement from schools (including system leaders) in school improvement activity</p>	No	Low
Is there evidence of appropriate responses from all partners to feedback from children, families and communities?	<p>'To be listened to' is a key outcome for the Children and Young People's Plan and over 2000 children and young people informed the development of the priorities within the Plan. There is a strong track record of engagement and participation with children and young people in Lancashire and where service delivery and provision has been changed from listening to children. There are good structures and networks in place to allow us to hear children's voices, including those vulnerable children. Children and young people are regularly involved in commissioning processes and recruitment and selection exercises for key posts across the County Council. Whilst it is apparent that partners do feedback to children and families and there is evidence of this, we need to improve how record this to strengthen this evidence base</p> <p>The LSCB has agreed and funded a team of Young Inspectors who participate in multi-agency safeguarding practice inspections. They identify important topics and scrutinise how well agencies do in supporting children and young people in those areas and report their findings back to the LSCB.</p> <p>The Young Advisors have undertaken commissioned work for the LSCB on a number of occasions and are currently assisting the E-Safeguarding sub group in their quality assurance work and engagement with young people. In addition, they have co-chaired every sixth LSCB meeting for the past few years.</p> <p>All LSCB audit activity encompasses the views of children, young people and their parents or carers. For example, a recent audit about domestic abuse included focus groups of mothers and also children, to ensure their first-hand experiences of services is considered and acted upon. In addition, young people have been enlisted to devise and deliver several training and development events for practitioners; a recent example is the neglect conferences from which a video used in training courses has also been developed.</p> <p>Any serious case reviews the LSCB undertakes strives to involve all relevant family members as part of the process of learning, and virtually every SCR undertaken recently has involved at least two family members. Their views are sought at an early enough stage to be considered as part of the 'why' analysis and incorporated into recommendations where appropriate.</p>			

	<p>Pupil surveys have been amended recently at the request of the LSCB to include questions about safety and well-being and the response from that has been considered as part of the business planning cycle of the LSCB.</p>			
<p>Do partners share intelligence and resources appropriately at strategic and operational levels? Please include schools and colleges</p>	<p>The LSCB has a multi-agency QA framework that all agencies have signed up to and commit to. Resources (staff time, venues, etc) are invested by all partner agencies in this activity. There is also a detailed performance dataset that is presented to the LSCB at regular intervals and scrutinised by all members. In addition, the LSCB also has a learning and improvement framework that all agencies are also very committed to (details above).</p> <p>There are a number of multi-agency strategies that demonstrate the commitment that agencies show to delivering the best outcomes for children and young people. Examples include the Neglect strategy, CSE strategy and recently refreshed Missing Strategy. There is also commitment from all agencies to work to multi-agency safeguarding procedures which set out how all agencies will act to safeguard children.</p> <p>The LSCB requires regular standing reporting about a number of themes, including for example private fostering, the secure estate and IRO annual report. In addition, the LSCB requests exception reports when a concern arises and a recent example of this is about CLA health assessments or CAMHS provision.</p> <p>At an operational level there are many examples of resources being shared appropriately. The CSE teams and MASH are good examples of this with significant investment from a range of partners but particularly from LCC and the police to better share information and intelligence about families The success of the LIF arrangements is also evidence of a commitment to share and utilise resources to best effect..</p> <p>Working Together with Families – operational collaboration through a lead professional model to better support vulnerable families with multiple needs</p> <p>Early Support Core Offer – financial investment from schools and LCC to deliver new early help provision</p> <p>Domestic Abuse – pooling of budgets from a range of partners to ensure a consistent and sustainable offer of domestic abuse services to victims and perpetrators</p>			
<p>How many SCRs and notifications? Is this number proportionate and can learning be demonstrated?</p>	<p>Since January 2010 Lancashire LSCB has completed 6 SCRs with 2 more currently underway, which seems proportionate to an area the size of Lancashire. 13 notifications have been submitted to Ofsted in the last 2 years, of which 4 became SCRs. All SCR decisions have been brought to the attention of the National Expert Panel, and although they have requested further information on occasion, the decisions have not been challenged.</p> <p>There is a large amount of work undertaken to distil and embed the learning from case reviews, and the learning from CDOP reviews is also incorporated into this activity as there is a certain amount of symmetry in the findings and themes. SCR newsletters are regularly published, including at the point of publication of SCRs, which set out the learning from reviews and places to get further information. Large SCR briefings have been taking place five or six times a year for the last few years, so hundreds of practitioners and staff from a variety of agencies have been briefed in learning from SCRs and given tools to use in their practice.</p> <p>All the learning from SCRs is built into future audit activity to attempt to monitor improvements in practice and it is also shared with the learning and development sub to build into their training programmes. The LSCB regularly asks practitioners whether training has made a difference, and a recent survey of those involved in reviews suggests significant changes to their practice as a result.</p> <p>There is always more that can be done to embed learning and the LSCB is developing new methods of doing this using messages emerging from research and studies (e.g. 7 minute briefings which are under development).</p>			
<p>Is there evidence that the Partnership has learnt from complaints, case reviews, national and local research and evaluation?</p>	<p>See above for learning from SCRs and CDOP.</p> <p>There is significant evidence where as a partnership we have learnt from national and local research and evaluation:</p> <p>Marmot – the principles are the foundation for the Corporate priorities and approach and underpin the principles that have shaped the new structure for the County Council</p> <p>Neglect – significant piece of work completed which identified characteristics of neglect across Lancashire which informed Lancashire's Neglect strategy</p> <p>Graham Allen report – significant influence in shaping Lancashire's Early Support Strategy</p> <p>Parenting Framework – through thorough analysis of national/international research and local data and feedback from families</p>			

	we significantly reduced the range of parenting interventions that were being funded. We have now committed to only deliver parenting support that has a clear and robust evidence base for positive impact for families			
How well are system leaders and Teaching Schools working in partnership with the LA and other schools?	System Leaders work very well with the LA and schools	There is a high level of brokerage of school to school support which is effective in bringing about improvement. There is a need to systematise the work of system leaders and teaching schools to make it more transparent so that schools can access the support more independently.	Yes	Medium
How well are academies and free schools integrated into the school improvement strategy?	This varies from academy to academy with some closely aligned to the LA strategy as system leaders, whilst others are less well engaged.	Most academies buy into the school improvement support but a significant proportion are not engaged.	Yes	Low
Is there a clear understanding of how school improvement takes place in the LA?	Yes	There are clear procedures for schools requiring special support There is a published school improvement strategy	no	Low
How is work allocated/Commissioned and is it responsive to changing needs?	<p>Social care allocations and associated commissioning budgets are calculated on a needs basis per district area. Monthly performance information and analysis of service usage and need is reviewed by the social care management team to ensure that resources continue to be deployed equitably. The commissioning of placements for Children Looked After is informed by the Commissioning and Sufficiency Strategy which includes analysis of current need and predictions for future need. Regular monitoring of placement activity is undertaken to ensure provision continues to meet need.</p> <p>Commissioned services for children and young people across Lancashire are underpinned by the Joint Strategic Needs Assessment which identifies at a strategic level, areas of need and the subsequent priority areas for strategic commissioning as contained in the Children and Young Peoples Plan.</p> <p>At a service level all services are commissioned following the agreed commissioning process and principles contained within the Children and Young Peoples Trust Commissioning Framework. Needs analysis is a key part of the understand stage and informs both the design and formula's for allocation of resource for each commissioned service area.</p> <p>Performance is monitored and measured in a clear and effective way, through clear accountabilities within services and strong contractual arrangements. Providers are required to submit monthly returns detailing activity, quality and outcome data and this is analysed by commissioners and providers at monitoring meetings to ensure that changing needs are captured and joint responses can be put in place.</p> <p>Our commissioning framework for Prevention and Early Help, including Payment by Results, provides additional flexibility to ensure that resource follows need. Payments linked to interventions and evidenced outcomes ensures increased accountability of providers, that resource is positively impacting on identified needs and where needs change and interventions are not required resource can be redeployed.</p>			
How engaged are you in regional sector led improvement both as an authority receiving support and offering support	<p>Lancashire is fully engaged in the regional sector led improvement with representation on most sub groups. In addition Lancashire has provided support and advice to a number of LA including the following:</p> <ul style="list-style-type: none"> • Meeting with Derbyshire and Wigan re performance management and embedding this within operational teams • Inspection of Warrington's referral and front door system • Inspection of Salford's referral and Contact system as part of their improvement Board • Inspection of Cheshire East Referral and Contact system as part of their Improvement Board 			

to others in areas where your LA has strengths? (this includes the ADCS sub groups, RIG/NW Stats group, Peer Challenge etc)				
Are there areas of practice from your LA that could support another authority with some of its challenges?	As outlined above Lancashire has developed internal inspections which have been used to support other LAs.			

Capacity to Improve				
Summary Self-Assessment	View from Departmental Leadership	Comment and evidence	Is this a priority?	Risk Level
Is there effective workforce planning that ensures that a skilled and well qualified workforce is always available?	<p>Lancashire County Council has a dedicated history of committing to develop our staff. Despite having to make significant reductions in our workforce, the council remains committed to supporting staff and assisting in developing their futures. As part of the transformation, the council has put together a range of training, development and information options to assist staff in making key decisions about their future.</p> <p>For staff that wish to remain within the council, a package of information, learning and support has been put together to give these staff the very best opportunity of retaining employment. This includes:</p> <ul style="list-style-type: none"> • E-learning • Targeted face to face training; • Advice and guidance notes; and • 1:1 support from a careers officer • Coaching and mentoring service <p>Implementation of the CYP Workforce Strategy 2011-14 has excelled all targets agreed by working collaboratively with Health, LSCB, Police, Voluntary Sector, YOT, Social Care, YPS, Children's Trusts Schools etc. The new Workforce Strategy will enable the implementation of the new CYPP. There is still recognition of the need to offer a diverse learning and development 'menu' according to role broadly in line with the Continuum of Need but will concentrate primarily on Early Help and a much more targeted approach, continuing to strive for maximum impact on service delivery.</p> <p>Some impact measures included but are not restricted to:</p> <ul style="list-style-type: none"> • Directorate –wide consistent approach to safeguarding. The Interim Executive Director for CYP has given the clear message that safeguarding is regarded as 'everyone's business'. The Director has made it mandatory for all staff and Councillors in CYP to have the relevant safeguarding training, appropriate to their role, including back office staff. • The excellent collaborative development and use of Lancashire Children and Young People's Trust e-learning environment, which has contributed significantly to ensuring that the workforce achieves a minimum standard when working with families in Lancashire – consistent approaches, key messages etc. This platform has a wide range of e learning courses and resource materials all developed or endorsed by relevant sectors and partners e.g . LSCB, Health. This resource is available free to all 40,000 (estimated) members of the workforce. Over 18,000 are now registered on this site. Examples of the opportunities include: <ul style="list-style-type: none"> • LSCB safeguarding level 1 and level 2 (8000+ have passed level 1 and over 4000 have passed level 2 – as at end July 2014) • Child sexual exploitation – (2447 passed as at end July 14) • The Lancashire Common Induction programme for all those working with CYP and Families in Lancashire. 780 completed as at end July 14. 			

	<ul style="list-style-type: none"> • The rollout of The Solihull Approach to working with families to over 5000 members of the workforce. This has helped to breakdown professional barriers, enable more effective multi-agency learning and development opportunities and the sharing of excellent practice • Development of the Lead Professional role. Lancashire has been championing a fundamental shift in the way public sector professionals work with families and developed the role of the Lead Professional. • CAF champion training, including the new family CAF , the updated Continuum of Need and referral processes to step up and step down access to Children's Social Care 			
Are recruitment strategies effective and are staff retained appropriately?	<p>External and normal internal recruitment continues where required, though this has been significantly reduced given the current context.</p> <p>To ensure we keep essential services, e.g. social care, social workers are, to some extent exempt from the VR process unless we can find a replacement or other workforce solution to ensure their vital role is covered.</p> <p>To enable more mobility of social workers, either geographically across such a large county, or by discipline we have revised the way in which social workers are recruited.</p> <p>We now have generic job descriptions. An expectation that social workers will spend time in different services e.g. two years in Fostering and Adoption or CP or YOT- dependent upon need and continuity of service of course.</p> <p>There is a much more robust interview process based on the domains, endorsed by the College of Social Work and the workforce, and capabilities required of a practitioner at any given level e.g. ASYE, Team Managers.</p> <p>We now 'fast-track' social work recruitment by retaining a list of those that have been through the robust interview process and were appointable but not successful on the day. They are then appointed to the next appropriate available post where possible.</p>			
Does the range of experience across the workforce offer a good 'organisational memory'?	<p>As outlined above there is experience across the organisation, especially at Senior Management level. However, with the reduction in staffing as part of the LA transformation/restructure there will inevitably be some loss of organisational memory and experience. The LA is looking at how best it can mitigate this loss, especially in crucial roles e.g. social work posts.</p>			
What is the proportion of agency staff in frontline roles? Are these workers effective?	<p>There are no agency staff in front-line social work roles. However, we do have newly qualified social workers and inexperienced managers which require additional support.</p> <p>There have been difficulties recruiting to IRO posts which has led to the need to use agency staff. These workers have to have a minimum of five years social work experience in CP and CLA and preferably management experience. All agency IROs have this necessary experience. Despite this there have been times when we have not felt they have been effective and the contract has been terminated.</p>			
How do staff feedback to managers?	<p>Managers across the County Council complete Management Style Questionnaires or Colleague Feedback Questionnaires at six-monthly intervals. These questionnaires seek feedback regarding the manager's style of working (e.g. are they approachable, are they even tempered, do they manage performance, do they acknowledge good performance etc.). The manager receives a report giving average scores based on the responses received and this report, together with what the manager proposes to do in response, is discussed at Performance Development Review meetings.</p> <p>Each member of staff is expected to have an annual Performance Development Review and a six month review. These meetings allow staff to discuss issues with their line manager, clarify what is to be done and identify training and development needs. Staff also have more informal one to one meetings with their line managers on a regular basis (usually monthly or six-weekly). In addition, staff will be involved in team meetings which provide an opportunity to give feedback.</p> <p>Staff are able to give feedback to senior managers and to the political leadership by a number of means. There is an annual employee conference when the Leader and CE outline their priorities, challenges facing the Council and take questions from employees. There has also been regular sessions held around the county at which the CE and the Leader have provided updates on the LA transformation/restructure and brief employees on corporate issues and answer questions.</p> <p>In addition the CE and other senior managers have also taken part in on-line question and answer sessions to enable staff to ask questions about particular issues (e.g. the transformation/restructure, budget, pension changes).</p>			

	<p>Feedback is also gathered through staff surveys.</p> <p>The Interim DCS and Senior Managers within the DfCYP also meet with a Social Work Forum where social workers can highlight good practice and any barriers to them completing the work. As outlined above Senior Managers also undertake work shadowing and are part of inspections of services where again feedback can be given by staff.</p> <p>There are regular 'Meet the Directors' sessions held around the county at which members of the Directorate's Leadership Team brief employees on particular issues and answer questions.</p> <p>There is a strong commitment to employee engagement and empowerment across the County Council recognising that these provide a powerful tool for delivering continuous improvement at a time of reducing resources. Employees are actively encouraged to voice their views, to suggest and even to champion service improvement.</p>			
Is there evidence that the views of staff are responded to appropriately?	<p>CSC staff were instrumental in the configuration of CSC social work services, including researching other models of service delivery across the country. They also play a significant role in determining learning and development needs via the Directorate Workforce Group, including reviewing recent training for the implementation of the new Liquid Logic Social Care Case Management system to provide a more practitioner rather than IT focus to enable better implementation.</p> <p>As highlighted above, feedback is also gathered through the employee surveys. Staff Focus Groups are established to discuss and suggests ways in which areas for development can be improved. The council's strong commitment to employee engagement and empowerment across the organisation has led to the creation of 'The Lancashire Way', a new organisational culture with shared staff values, improved communication, focus on continued improvement and recognition for good work, which ultimately lead to improved services.</p>			
Are schools clear about the role that the LA plays in School Improvement?	Yes	Feedback from schools shows they understand and value the LA's school improvement support	No	Low
How do schools take responsibility for SI across the LA?	<p>This varies by geographical location.</p> <p>There are some well established groups of schools which lead their own school improvement in conjunction with the LA</p> <p>There are some groups of schools which are clustering around a teaching school model</p> <p>The majority of system leaders are engaging in supporting the LA's priorities</p> <p>School leadership of school improvement varies across the LA. Some groups are very strong whilst some schools are more isolated.</p> <p>Schools contribute to the leadership of SI through:</p> <ul style="list-style-type: none"> • Providing school to school support • Working in clusters on CPD/Improvement • Identifying areas for development • Contributing to the school improvement priorities for the LA through consultative groups 	<p>Some highly effective school led models of school improvement</p> <p>High level of engagement in partnership working on priorities for school improvement such as FSM performance at KS4</p> <p>But some areas where clusters/ groupings are not well established</p>	Yes	Medium
Is there an up to date list of system leaders maintained in the LA? Where are the gaps?	<p>The school improvement service knows schools very well and is highly effective in brokering school to school support</p> <p>Work is underway to strengthen the links with teaching schools to ensure that all schools can access expertise.</p> <p>Schools within strong groups share expertise on a routine basis.</p>	Highly effective school to school support leads to improvements in provision and achievement	Yes	Medium
How are the strength of schools agreed and disseminated?		The strategy for deploying system leaders is very effective in raising achievement and improving provision but more work is planned to create greater transparency in this process as there is a strong reliance the LA to broker support	Yes	Medium
Is there a clear strategy in place and understood for	Partly in place	There is a strong leadership programme in Lancashire which operates alongside the national leadership programmes. It is very	No	low

deploying system leaders to address school improvement?		well supported by schools. Governor training on recruitment and succession planning is well established and successful.		
How is the impact of system leader deployment assessed and communicated?	Yes			
Is there a succession planning strategy in place? How does this operate?	There is currently no workforce or succession planning framework specifically for CYP services. Each service manage their workforce differently. For example in Childrens Social Care there has been an initiative to retrain Social Workers currently working in other services, so they have the ability to transfer to CSC and go back on the front line.			
SUPPORTING DOCUMENTATION/INFORMATION				
1. Lancashire Children & Young People's Plan 2014 – 2017 2. Workforce Development Opportunities 3. Lancashire Common Assessment Framework and Continuum of Need 4. Lancashire Corporate Parenting Board		5. Lancashire Way		