

NORTH YORKSHIRE CHILDREN'S TRUST

Agenda Item Cover Sheet

TITLE OF PAPER: Report of the Performance & Commissioning Sub-Group

DATE OF MEETING: 20 September 2010

ORGANISATION/SUB GROUP: Performance and Commissioning

RELATED CYPP IMPROVEMENT PRIORITY: WT4 Active Performance
Management

WT1-WT5: Working Together

RELATED PERFORMANCE INDICATOR(S): ALL

MAIN RECOMMENDATIONS OF PAPER:

The Board:

- (i) Notes the implementation status of the Post-Inspection Action Plan
- (ii) Approves the development of the next phase improvement plan
- (iii) Approves the proposed review of partnership arrangements
- (iv) Considers disbanding the Early Years Development and Childcare Partnership

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NORTH YORKSHIRE CHILDREN'S TRUST BOARD

20 September 2010

REPORT OF THE PERFORMANCE AND COMMISSIONING SUB-GROUP**1.0 PURPOSE OF REPORT**

1.1 To update the Board on a range of performance and partnership issues

2.0 RECOMMENDATIONS

- 2.1 (i) The Board notes the implementation status of the Post-Inspection Action Plan
- (ii) The Board approves the development of the next phase improvement plan
- (iii) The Board approves the proposed review of partnership arrangements
- (iv) The Board considers disbanding the Early Years Development and Childcare Partnership

3.0 POST INSPECTION ACTION PLAN: IMPLEMENTATION STATUS AND NEXT STEPS

- 3.1 In September 2009 Ofsted carried out an inspection of safeguarding arrangements and services for looked after children in North Yorkshire. The inspection report was published by Ofsted on 23 October. North Yorkshire was rated as 'adequate' for safeguarding arrangements and as 'good' for services for looked after children.
- 3.2 The inspection report included eight recommendations which the Children and Young People Service and its partners are required to implement either immediately, within three months or within six months. In November the Children's Trust Board approved a Post-Inspection Action Plan to deliver these recommendations.
- 3.3 The Post-Inspection Action Plan contains 162 individual actions. In May 2010 the Children's Trust Board received a monitoring report which showed that the majority of these actions had been implemented successfully and that they were having a positive impact. A brief synopsis of the headline achievements, as described in the CYPP Review approved by the Board in July, is set out in Appendix A.
- 3.4. By September 2010 the status of the 162 actions is as follows:
- 150 actions are 'green': these actions have been completed
 - 11 actions are 'amber': progress has been made but further work is required. The further work will be included in the next phase improvement plan.
 - 1 action is 'red': little or no progress has been made. This action will be included in the next phase improvement plan

- 3.5 Appendix B shows the twelve outstanding actions. The one red action concerns quarterly reporting by Independent Reviewing Officers on the quality of assessments. This action will be progressed in the next phase improvement plan as part of a wider review of quality assurance arrangements in children's social care. The remaining 'amber' actions will also be progressed in the next phase improvement plan.
- 3.6 It is now considered appropriate to move on to develop a next phase improvement plan to drive the next stages of the post-inspection improvement work. Such a plan would necessarily retain a number of the original priorities and outstanding actions. It would also incorporate priorities for additional improvement activities which have arisen from the work on the post-inspection plan, from national changes, or from other local performance monitoring.
- 3.7 There will be a further unannounced inspection of contact, referral and assessment arrangements at some point this year. A next phase improvement plan structured along similar lines to those used for the post-inspection plan would provide a vehicle into which recommendations from the next inspection could be incorporated quickly and clearly. Given the continuing importance of this area of responsibility, we would propose to maintain reporting on a next phase improvement plan on a regular basis to the Children's Trust Board, the County Council's Executive Members, and to the LSCB as appropriate.
- 3.8 The next phase improvement plan is in development. It is structured around priority headline themes which are likely to include:
- Consistent and accountable management and practice
 - Performance management culture
 - Financial management and delivery of the Medium Term Financial Strategy
 - Embedding clarity on levels of need
 - ICS recovery and the realisation of benefits
 - Workforce development
- 3.9 A number of delivery plans will sit below these headlines in order to take forward the next phase of improvement in a planned and managed way.

4.0 REVIEW OF PARTNERSHIP ARRANGEMENTS

- 4.1 In the current and future context of significantly reduced resources for public services, many bodies are undertaking reviews of their organisational structures, processes, priorities and so on. This applies to many Children's Trust partner organisations.
- 4.2 One area worthy of review is the partnership arrangements that exist between Children's Trust partner organisations. In a period of decreasing resources it is important that these partnership arrangements are as efficient and effective as possible. This includes those arrangements which exist as part of the formal Children's Trust structure (for example, the sub-groups of the Board), but also other arrangements that are not formally part of the Trust Board structure but which nonetheless involve Trust partners.
- 4.3 The proposed review would seek to establish the most streamlined set of partnership arrangements required in order to deliver the objectives and priorities of the Children's Trust and its partners. The proposed review would be undertaken by a task-and-finish group co-ordinated by the Performance and Commissioning Sub-Group and involving others as required.

- 4.4 The Chair of the Children's Trust has already received a proposal to disband the Early Years Development and Childcare Partnership (EYDCP), which is a sub-group of the Children's Trust Board. The EYDCP has served a very useful purpose over a twelve year period as work has progressed in the area of early years and childcare, including the development of children's centres. However, it is generally accepted that the EYDCP is reaching the end of its useful life, and that any areas of remaining work could be taken forward by other bodies (such as the multi-agency Children's Centre Strategic Board).

If you would like more detailed information about the post-inspection action plans or the Performance and Commissioning Sub-Group please contact David O'Brien, CYPS Performance and Outcomes Manager, david.f.o'brien@northyorks.gov.uk

David O'Brien, CYPS Performance and Outcomes Manager.

APPENDIX A

POST-INSPECTION ACTION PLAN: HEADLINE IMPROVEMENTS

In September 2009 an announced Ofsted inspection found that safeguarding arrangements in North Yorkshire are 'adequate' and that services for looked after children are 'good'. A Post-Inspection Action Plan was developed, incorporating actions emerging from the earlier unannounced inspection of contact, referral and assessment and the recommendations of the announced inspection. The impact of the Action Plan is outlined as follows:

ICT Infrastructure: a full review of ICT resilience as been completed and improvements implemented. The infrastructure which supports ICS has been prioritised, and evidence demonstrates that the speed and resilience of ICS have improved.

Integrated Children's System: The ICS and Performance Recovery Programme has had a demonstrable impact in reclaiming social work practice time by making ICS more effective and user-friendly. New business process maps have been developed for all social care processes and ICS has been reconfigured to align with these. Close links have been made with the requirements of the revised Working Together To Safeguard Children. New ICS practice guidance for social workers has been produced and a programme of ICS refresher training completed.

Timeliness of Assessments: A series of measures have been put in place which have delivered significant and sustained improvements in the timeliness of initial and core assessments. Timeliness data for the period November to March showed clear improvement compared to the first half of 2009/10.

			Impact of Post-Inspection Action Plan					
Timeliness	Q1	Q2	Nov 09	Dec 09	Jan 10	Feb 10	Mar 10	Nov to March
Initial Assessments (%)	46.9	47.8	62.3	63.9	77.7	75.2	72.0	69.8%
Core Assessments (%)	57.4	69.2	87.3	85.0	58.3	72.1	83.2	76.6%

Resources: budgets have been stabilised and an £2m additional has been allocated to children's social care. 21 new social worker posts have been created, boosting assessment and safeguarding capacity by one third. Most of these new posts have already been filled, and a new Head of Safeguarding post has also been recruited to.

Transitions: new policies and procedures, supported by an action plan and dataset, have been developed to improve the transition to adult services of looked after children with learning difficulties and disabilities.

Corporate Parenting: new arrangements have been put in place to strengthen the role of elected Members as corporate parents.

Looked After Children Health Strategy: a joint health strategy for looked after children has been developed. The MALAP will oversee delivery of this strategy.

Analysis of Child Protection Plan Issues: the LSCB has completed and disseminated audits of (i) children subject to a child protection plan for more than two years and (ii) children subject to a child protection plan for a second or subsequent time.

POST-INSPECTION ACTION PLAN: OUTSTANDING ACTIONS (SEPT 2010)

Lead Body		Key Actions Summary (with end date)	Lead Officer	RAG Rating	Notes
1.1: ICT Infrastructure and Resilience			David Sadler		
1.1.5 Telephone Resilience					
NYCC	1.1.5.2	A total review of the telephone set up and resilience improvement plan is currently underway with Azzurri and Mltel. The results of which will, once (costs are) authorised be rolled out a cross the County during 2010 with a priority being given to the VIP	David Sadler	Amber	Corporate ICT to update on latest position. Completion of full telephone resilience work to be included in the new improvement plan
1.2 ICS Programme and Functionality			Alan Tucker		
1.2.1 Project Accountability and Decision Taking					
NYCC	1.2.1.13	identify off-setting efficiencies, including potential for rationalising accommodation (linked to flexible working) in order to concentrate support services for efficiency	AD CSC (AD SS)	Amber	Rationalising social care accommodation has been incorporated into the CYPS MTFS Savings and Transformation strategy
1.2.2 Capacity Building and Setting Standards					
NYCC	1.2.2.4	All Person Specifications for all roles within Children's Social Care to be revised to address appropriate level of IT confidence/ competence for ICS.	AD CSC	Amber	New Job Descriptions will include a statement regarding the required levels of ICT competence. HR advice is required in respect of adding new requirements to existing Job Descriptions

1.2.3 Improving and Maintaining Functionality						
NYCC	1.2.3.3	Service Level Agreement to clarify accountabilities:	Gary Cochrane/ Alan Tucker	Amber	Accountabilities in respect of Liquid Logic have been clarified. New management arrangements for CYPS ICT might require some form of SLA in respect of system support.	
1.2.5 Other Users and Applications						
NYCC	1.2.5.1	Assess feasibility of multi-agency inputting onto the ICS (for example, school teachers for PEPs and LAC Nurses re Immunisations) to be explored.	Alan Tucker	Amber	Workshops are scheduled for exploring the integration of Impulse and Protocol in respect of PEPs.	
1.3 Improvements in Timeliness of Assessments			AD CSC			
1.3.2 Action Planning - Service and Team Levels						
NYCC	1.3.2.4	Individual staff performance against assessment timescales to be discussed in staff supervision meetings.	AD CSC	Amber	Need to evidence whether this is happening. New improvement plan to include audit of supervisions	
1.3.3 Streamlining and Focussing Assessment Practice and Management						
NYCC	1.3.3.5	Ensure protected time for Service Managers and Deputy Service Managers (DSM) on a weekly basis to ensure assessment sign off and tracking of team timescales on assessments.	AD CSC	Amber	Timescales for managerial authorisation have improved, but the introduction of systematic protected time for SMs and DSMs has not been fully implemented and might not be the most appropriate model of working	

1.3.6 Quality Assurance					
NYCC	1.3.6.1	IRO Managers to report quarterly to Assistant Director (CSC) with report to quality of assessments checked.	AD CSC	Red	This will be progressed in the new improvement plan as part of a review of quality assurance arrangements
NYCC	1.3.6.3	Multi-agency or other independent evaluation of quality of streamlined assessments.	AD CSC / LSCB Manager	Amber	To be carried forward into improvement plan, as other audit work relating to contact, referral and assessment have taken priority
1.4 Workforce Capacity Building			AD CSC / Penny Yeadon		
NYCC	1.4.1	Reconfigure the two Harrogate A&S (East and West) Teams into one, and the three Scarborough Teams (Initial Assessment, North and South) into one to improve their ability to respond quickly and flexibly to new assessments.	General Managers (CSC)/ Penny Yeadon	Amber	Harrogate and Craven teams switched to two Service Managers covering across three teams. Scarborough made initial steps to balance workload across teams. Structures to be reviewed as part of review following commencement of new Assistant Director in October 2010
6			AD CSC		
NYCC PCT	6.1	Establish working links between Elected Members of NYCC and members of PCT Board.	Cynthia Welbourn	Amber	Members have adopted a 'wait and see' approach in respect of the future of health structures. Members will await the formalising of the new Health Watch Board and clarification of what their role will be in regard to health issues
8			AD CSC / Ann McMorris		
NYCC / LSCB	8.3	Review operational standards and procedures within IRO service including mechanisms for challenge and support for IROs. This review should focus on identifying any variations in local practices and application of threshold criteria for entry to and exit from the child protection system	AD CSC	Amber	LSCB audits have included some aspects of IRO work. This will be progressed in the new improvement plan as part of a wider review of quality assurance arrangements.

