



Children and Young People's Overview and Scrutiny Committee

Date **Thursday 28 September 2017**
Time **9.30 am**
Venue **Committee Room 2, County Hall, Durham**

Business

Part A

**Items during which the Press and Public are welcome to attend.
Members of the Public can ask questions with the Chairman's
agreement.**

1. Apologies for absence
2. Substitute Members
3. Declarations of Interest, if any
4. Any items from Co-opted Members or Interested Parties
5. Media Relations
6. Child Poverty (Pages 3 - 10)
 - a) Report of the Corporate Director of Children and Young People's Services
 - b) Presentation by Karen Davison, Interim Strategic Manager One Point Service and Think Family Services
7. Children's Services Update - Quality Improvement Board (QIB) One Year On - Report of Corporate Director of Children and Young People's Services (Pages 11 - 38)
8. Durham Local Safeguarding Children Board Annual Report 2016/2017 - Report of the Independent Chair of County Durham Local Safeguarding Children Board (Pages 39 - 62)

9. Quarter One 2017/2018 Performance Management Report - Report of the Director of Transformation and Partnerships (Pages 63 - 86)
10. Quarter 4 Budget Outturn 2016/2017 Report of Corporate Director of Resources (Pages 87 - 96)
11. Quarter 1 2017/2018 Revenue and Capital Forecast - Report of Corporate Director of Resources (Pages 97 - 108)
12. Summary of Minutes from Children and Families Partnership on 16 June 2017 (Pages 109 - 112)
13. Such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration

Helen Lynch
Head of Legal and Democratic Services

County Hall
Durham
20 September 2017

To: **The Members of the Children and Young People's Overview and Scrutiny Committee**

Councillor C Potts (Chairman)
Councillor H Smith (Vice-Chairman)

Councillors B Bainbridge, D Bell, J Blakey, P Brookes, J Charlton, J Considine, R Crute, S Durham, N Grayson, C Hampson, K Hopper, I Jewell, L Kennedy, L Mavin, A Patterson, A Reed, M Simmons, A Willis and M Wilson

Faith Communities Representatives: Mrs A Swift and Mrs C Craig

Parent Governor Representative: Mr R Patel

Co-opted Members: Miss K Ashcroft and Mr J Conlon

Contact: Jackie Graham/ Jo March

Email: 03000 269704/ 03000 269709

Children and Young People's Overview and Scrutiny

28 September 2017



Child Poverty

**Margaret Whellans, Corporate Director of Children and Young
People's Service**

Purpose of the Report

- 1 The purpose of this report is to update Durham County Council's Children and Young People's Overview and Scrutiny members on the progress of the Child Poverty Working Group (CPWG). The CPWG aims to develop and implement a single coherent and coordinated approach to addressing and mitigating child poverty across County Durham.

Background

- 2 Poverty can affect every area of a child's development - social, educational, health and personal. Living in a poor household can reduce children's expectations of their lives and lead to a cycle where poverty is repeated from generation to generation. As adults, they are more likely to suffer ill health, be unemployed or homeless, and become involved in offending, drug and alcohol abuse, and abusive relationships.
- 3 The introduction of Welfare Reform and Work Act 2016 placed a duty on government to report on child poverty. The Act, however, repealed parts of the Child Poverty Act 2010, including the duty placed on local authorities to prepare and publish an assessment of the needs of children living in poverty in their area. The new Act also introduces new measures of child poverty with an emphasis taken away from income. The new measures are:
 - a) The proportion of children living in workless households as well as long-term worklessness households;
 - b) The educational attainment of children (and disadvantaged children) in England at end of Key Stage 4 (GCSE)
- 4 In 2007 14.6% of children aged 16 and under in County Durham were living in workless households in 2015 this figure has risen to 19.3%. This estimates to be approximately 18,000 children and demonstrates a widening gap. It must be recognised however, that two-thirds (66%) of children in poverty live in working households (HBAI 2014/15 BHC). This is attributed to a range of factors including wages not keeping up with cost of living, such as increases in housing, child care, transport, utilities and food as well as changes to tax credits and child tax credits.

- 5 The introduction of Welfare Reform alongside reductions in local government funding requires a coordinated multi agency strategic approach to address the causes of and impact of poverty on children, young people and families living in County Durham.

Progress of Child Poverty Working Group

- 6 In March 2017, Durham County Council Services and partner organisations formed a Child Poverty Working Group. Terms of Reference have been developed which outline the purpose and remit of the working group. (See appendices 2) The working group have agreed the Joseph Rowntree Foundation definition of poverty.

'When a person's resources are well below their minimum needs, including the need to take part in society'. The group agreed this definition describes not only monetary and resource poverty but also poverty of opportunity.

- 7 Dr Deborah Harrison, North East Child Poverty Commission has supported the group to formulate an approach to Child Poverty in County Durham in which three key strands have emerged:
- a. **Language and values associated with child poverty:** this will focus on our attitudes and beliefs towards poverty and will involve the development of a shared language and a media strategy;
 - b. **Poverty Management in communities linked to early help:** this will focus on understanding County Durham's child poverty cohort, developing and implementing targeted, accessible support to families. This strand will also focus on the learning and development needs of frontline staff across the partnership to ensure they are confident to provide access to support to address poverty;
 - c. **Economic- inclusive growth approach:** this will focus on the Children and Families Partnership (CFP) influence on the economic partnership and secondary school sector to ensure major economic developments in County Durham are seen as key opportunities to provide local young people and adults with routes into jobs and apprenticeships, to reduce poverty.
- 8 To date, a range of projects and approaches have been implemented to address child poverty in County Durham and these include:
- a) Focus on supporting vulnerable parents back to work through the Stronger Families programme;
 - b) Universal Credit and Smarter Budgeting Training for Children Services Social Workers and practitioners;
 - c) Promotion of Advice In County Durham;
 - d) 'Incentive to Save Scheme'- encouraging children and families to join Credit Union with 'proceeds from crime' funding;
 - e) Holiday Hunger programmes in Peterlee and Sedgefield;
 - f) Citizens Advice Bureau available in Children Centres;

- g) 'Durham Savers' Scheme promoted across the partnership including schools;
- h) 'Roots out of Poverty' Workshops for a wide range of County Durham Partnership practitioners.

Next Steps

- 9 The Child Poverty Working Group will develop an action plan and performance measures using the identified three strands as a framework.

Recommendation

- 10 Durham County Council Children and Young People's Overview and Scrutiny group is requested to note the progress of the Child Poverty Working Group and agree the working definition and the three key stands, which will form the framework of the Child Poverty strategy and associated action plan.

Contact: Karen Davison Tel: 03000 268904

Appendix 1: Implications

Finance – none

Staffing – none

Risk – none

Equality and Diversity / Public Sector Equality Duty – none

Accommodation– none

Crime and Disorder – addresses impact of poverty on increased criminal behaviours

Human Rights– addresses inequalities

Consultation– none

Procurement– none

Disability Issues– none

Legal Implications– none



Child Poverty Working Group

Terms of Reference

June 2017

1. Purpose

The purpose of the Child Poverty Working Group is to develop and implement a coherent and coordinated approach Child Poverty across County Durham.

2. Context

Poverty can affect every area of a child's development- social, educational, health and personal. Living in a poor household can reduce children's expectations of their lives and lead to a cycle where poverty is repeated from generation to generation. As adults, they are more likely to suffer ill health, be unemployed or homeless, and become involved in offending, drug and alcohol abuse, and abusive relationships. In 2013, a report for the Child Poverty Action Group estimated that child poverty cost the UK at least £29b each year. Of this, £20.5b is a direct cost to government resulting from additional demand on services and benefits, as well as reduced tax receipts. The report also estimated that each child living below the poverty line costs LAs £10,861p.a as an extra cost to social services, housing services and health care.

The government has implemented the Welfare Reform and Work Act 2016, which introduces new measures of child poverty:-

- a) **Worklessness:** The proportion of children living in workless households as well as long term workless households;
- b) **Attainment:** The educational attainment of children a(and disadvantaged children) in England at the end of Key Stage 4 (GCSE)

In 2007 14.6% of children aged 16 and under in County Durham were living in workless households in 2015 this figure has risen to 19.3%. This estimates to be approximately 18,000 children and demonstrates a widening gap.

3. Definition of Poverty

The Joseph Rowntree Foundation definition of poverty will be used within the context of the working group.

'When a person's resources are well below their minimum needs, including the need to take part in society'.

4. Objectives of the Child Poverty Working Group

- I. To undertake a detailed analysis and understanding of the data relating to child poverty in County Durham;

- II. Map existing service provision across a range of sectors and identify gaps;
- III. Develop a County Durham Child Poverty strategy and associated action plan which includes prevention, effective management as well as strong focus of breaking the cycle of poverty and deprivation and ensures every child has the best start in life;
- IV. Apply and develop the evidence base in relation to implementing effective action on child poverty.
- V. Ensure the child poverty agenda is considered within policies and plans relating to regeneration and housing, recognising the interplay with child poverty and factors such as housing provision and standards, access to play and other good quality community facilities, and a positive community environment.
- VI. Provide a link between the regional Child Poverty Network, the North East Child Poverty Commission and the County Durham Poverty Action Group as a way of sharing good practice and consider what works.

5. Framework of the Child Poverty Strategy and Action Plan

The objectives will be delivered through three key strands, which will form the framework for the Child Poverty Strategy and associated action plan. The three key strands are:

- a. Language and values associated with child poverty;
- b. Poverty Management in the community linked to early help;
- c. Economic - inclusive growth approach: this will focus on influencing the economic partnership and secondary school sector.

6. Membership

- Director of Children and Young People's Service -Margaret Whellans –Chair
- Head of Children's Services- Carole Payne
- Head of Education – Caroline O'Neill
- Head of Child Health, Harrogate and District NHS Foundation Trust- Suzanne Lamb/ Pauline Coglán/Jodie Sellers
- Public Health – Gill O' Neill
- Education- Alison Young
- Transformation and Partnerships - Roger Goodes and Andrea Petty
- Strategic Lead Progression and Learning, CYPS- Linda Bailey
- Early Years Development Team - Fiona Callaghan
- Strategic Manager One Point Service - Karen Davison
- Operations Manager – One Point Service- Early Years Lead –Judith Bowman
- Durham Constabulary – David Coxon
- Housing Solutions- Lynn Hall/ Marie Smith
- VCS-Durham Voice- Gary Stokoe

Other partner agencies to be co-opted as necessary

Vice Chair – TBA

7. Frequency of meetings

The group meet bi- monthly. Dates will be agreed in advance.

8. Role of group members

- Ensure regular attendance and representation at meeting or nominate suitable deputy with Chair's agreement
- Ensure sufficient time is allocated to undertake the required activities of the group
- Ensure information is collated from and disseminated within own agency
- Active participation in agenda and discussion, bringing issues to and from own agency
- Ensure implementing of recommendations, actions and procedures

9. Accountabilities

- The chair of the group will report to the Poverty Action Group
- The group will report to the Poverty Action Group on a quarterly basis.
- Children and Young People's and Social Inclusion Cabinet Member
- Children and Families Partnership

Date: June 2017

Review Date: June 2018

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Children and Young People's Overview and Scrutiny Committee

28 September 2017



Children's Services Update – Quality Improvement Board (QIB) One Year On

Report of Margaret Whellans, Corporate Director of Children and Young People's Services

Purpose of the Report

- 1 The purpose of this report is to provide Children and Young People's Overview and Scrutiny Committee with an analysis of progress to date against the improvement activity across Children and Young People's Services (CYPS) following the Ofsted inspection which took place between February and March 2016.
- 2 This report is supported by regular performance reporting to Children and Young People's Overview and Scrutiny Committee on Children's Services, which has been strengthened and restructured around the key themes of our new performance framework: Universal Services, Early Help, Assessment and Safeguarding, and Looked After Children and Care Leavers.

Summary

- 3 The Ofsted Single Inspection Framework (SIF) and the "Requires Improvement" judgement for Children and Young People's Services led to Ofsted making 14 recommendations for improvement action by the service post inspection. These recommendations are set out in full in **Appendix 2**.
- 4 The recommendations were grouped into four themes and incorporated into an Ofsted Improvement Plan. Senior Management leads were identified to progress each of the four themes and a Quality Improvement Board (QIB), led by the Corporate Director, Children and Young People's Services, was established to lead, oversee and monitor progress. The Membership of the QIB is made up of Heads of Service and Strategic Managers from across CYPS and also includes the Corporate Director and Head of Strategy from Transformation and Partnerships. The Lead Member will receive regular reports on the progress of the QIB via briefing from the Corporate Director and at the Transformation Board, and will attend the QIB when areas being targeted for improvement are to be discussed.
- 5 Monthly meetings of the QIB have taken place since May 2016. The Board provides challenge, advice and guidance to the theme leads. Progress against each of the themes is provided to each meeting with one theme providing the main focus of each meeting on a rotation basis. This allows a

more in-depth update against each theme every fourth meeting. A problem-solving and solution-focussed approach is taken by the QIB whereby barriers to full implementation of the Ofsted Recommendations are identified and clear remedial actions are agreed where required.

- 6 This one-year-on review demonstrates that, overall, good progress is being made against each of the 14 Ofsted Recommendations. However, as can be seen from **Appendix 2**, the majority of recommendations are judged by the QIB to be at “Amber” and further actions are required to more firmly embed developments to date, before full assurance can be provided. The full plan is also attached at this Appendix to give the underpinning detail.

Background to the “One-Year-On” Review

- 7 During the period 22 February to 16 March 2016, Ofsted carried out an inspection of Durham County Council’s Children’s Services (now Children and Young People’s Services) and the Local Safeguarding Children Board (LSCB) under the Single Inspection Framework (SIF).
- 8 Separate ratings for ‘overall effectiveness’ were given for CYPS and the LSCB. The inspection judgement for CYPS was ‘requires improvement’ and for the LSCB was ‘good’.
- 9 The Ofsted improvement plan was developed which addressed the 14 Ofsted Recommendations and set out actions which would be taken in line with the recommendations, and outcomes to be achieved.
- 10 The plan was submitted to Ofsted on 28 September 2016. The Senior Inspector and Lead Inspector were assured by the content of the plan and fed back that it was a comprehensive and focused document with clear actions and timescales.
- 11 The improvement plan was grouped into 4 themes which covered the 14 recommendations:
 - (a) Strengthening management and staffing capacity.
 - (b) Strengthening political and management oversight.
 - (c) Improving the quality of practice.
 - (d) Compliance with regulations.
- 12 For each theme, a lead was identified from the Senior Management Team of CYPS and Transformation and Partnerships, to ensure that the relevant actions were progressed.
- 13 A Quality Improvement Board (QIB) chaired by the Corporate Director of CYPS has met monthly since May 2016 to oversee the implementation of the Ofsted improvement plan, providing strategic oversight and leading improvements in quality.

- 14 A “One Year On” review of progress to date against the anticipated outcomes of the Ofsted improvement plan has been carried out in partnership with the four theme leads. Recommendations for future actions and amendments to targets have been identified and are outlined in more detail in the paragraphs below.

Progress towards Outcomes

Theme 1: Strengthening Management and Staffing Capacity

- 15 This theme is working to Ofsted Recommendation 1: Capacity and stability in social work teams. Progress overall is Amber.

Areas of Good Progress:

- 16 Investment by the Council has significantly strengthened senior management and resource capacity across the service.
- 17 Two additional senior management posts - Corporate Director of Children and Young People’s Services and Head of Looked After Children and Care Leavers have been created, significantly strengthening senior leadership of the service. In addition, the Council has invested a further £1.38m increase to the base budget which has led to the following:-
- The establishment of an 11th Families First Social Work Team in the Easington area.
 - Four additional social work posts in the Child Protection Service and six additional social work posts in the Looked After Service.
 - Six team coordinator posts have been created to support the additional Families First team, Child Protection teams and Looked After teams.
 - Increased capacity in legal services to manage the increased volume of care proceedings.
 - An additional Independent Reviewing Officer.
- 18 In line with national trends, the demand for statutory social work services has been rising in County Durham. The number of open cases in the service has risen by 383 since June 2016 and numbers of children who need to be Looked After has also risen during the same period – from 715 in June 2016 to 800 as at 31 July 2017. This additional senior management and staffing capacity will enable the service to respond more effectively to the increased demand being experienced and to reduce the size of social work caseloads.
- 19 Processes are in place which provide robust oversight of cases where there is risk of drift and delay. Information is provided in the form of monthly team profiles. The team profiles provide managers with key performance information such as caseload sizes, assessments completed within statutory timescales, visits to children at required statutory levels, child protection

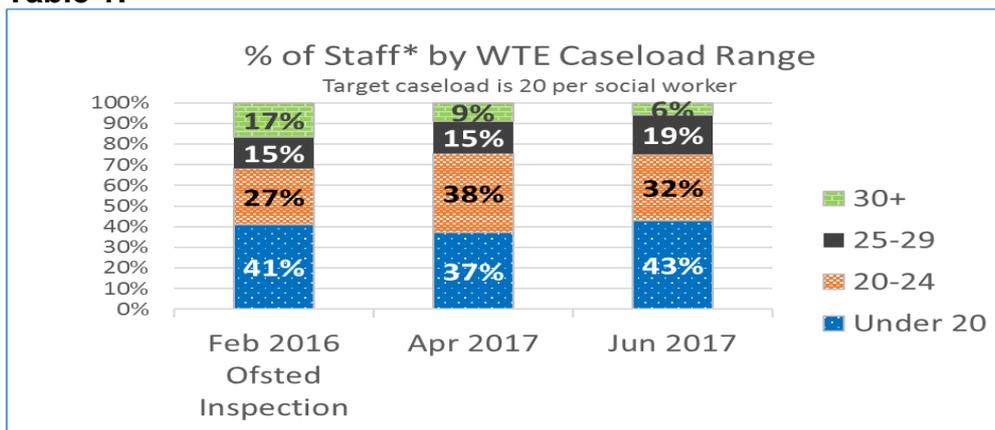
conferences held within timescales and HR information, such as sickness absence and staff supervision. These profiles are used by managers to inform case clinics which review all cases open for longer than 6 months and to ensure work with children and families meets statutory requirements and is making progress towards required outcomes.

- 20 Capacity is also being addressed through a series of LEAN reviews which seek to eliminate wasteful activity and achieve greater efficiency in day to day processes and practice within the service, enabling frontline practitioners to spend more time providing direct support to children and families. This will inform the detailed design of the new IT system.
- 21 An academy for newly qualified social workers was established last year and has supported 12 social workers in their first year in practice. All 12 have been appointed to posts within teams. A further 10 newly qualified social workers have been appointed to the academy for this year.
- 22 A revised development plan for social workers has recently been agreed so that they are upskilled and supported to continue their professional development. The plan includes a comprehensive range of training and development opportunities such as short courses like solution focussed practice and adult attachment in matching placements, accredited courses such as the practice educator award and consolidation module, and access to a professional development fund to allow experienced social workers to develop specialist knowledge and skills. The plan will be reviewed and updated by April 2018.
- 23 A “Strengthening Managers” programme has been commissioned for all managers. The programme aims to enhance management practice and support managers to adopt and implement reflective practice into their day to day supervision of staff. There is a clear focus on quality and practice improvement, demonstrating the achievement of improved outcomes for children as a result of interventions through effective management of and challenge to staff to improve their practice where required. To date 34 managers have completed the training and a second cohort of 16 managers is underway. It is anticipated that a further 5 cohorts will be required to ensure all managers complete the programme.

Areas requiring further action:

- 24 Caseloads are not yet consistently within set standards of 20 per social worker as a result of increased demand. Table 1 below shows the caseload position at the time of the Ofsted SIF compared with April 2017 and June 2017. There has been a 7% reduction in practitioners holding 25 or more cases and a 2% increase in those holding the required 20 or below. The service monitors caseload sizes monthly as there continues to be a large percentage of staff holding more than the desired number of cases.

Table 1:



- 25 The QIB has required a review of these standards so that team and individual caseload sizes are commensurate with safe and high quality practice. An analysis of the causes of increased demand is also to be carried out.
- 26 Whilst the use of agency staff to cover the vacancies has decreased, particularly in relation to management posts, this requires ongoing monitoring and oversight, linked to improved staff recruitment and retention. **Table 2** below shows a steady number of vacancies in team manager posts over the past six months despite the drive on recruitment. However social worker vacancies have decreased during this period and were at their lowest in May 2017.

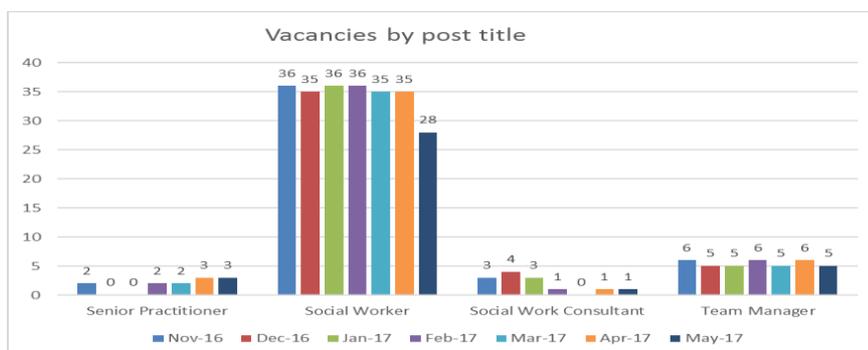


Table 2:

- 27 The intention is to fill vacant posts by expanding the Social Work Academy and recruiting newly qualified staff to the vacancies, with a supporting programme of in-house training and development. Whilst this is not a risk-free approach, it is considered more manageable and less impactful than continued recruitment of a transient agency workforce which impacts on outcomes for children and families as a result of drift and delay experienced every time an agency worker leaves. This will be further enhanced by the continuation of a return to social work programme and participation in a range of national programmes:

- (a) **Apprenticeships** – the introduction by the DfE of an apprentice social worker route to qualification, expected to be introduced by the end of 2017. Durham will seek to recruit by Easter 2018.

- (b) **Front Line** - an employment based pathway to social work qualification for current employees. 4 Participants will be supported on the programme from September 2017, with a view to supporting 8-12 participants from September 2018.
 - (c) **First Line** - a leadership development programme for managers of statutory social work teams. Durham will be supporting 4 participants on the programme between Autumn 2017 and Summer 2018.
 - (d) **Step Up to Social Work** - an employment based pathway for high quality graduates. It leads to a Postgraduate Diploma in Social Work after 14 months. In the North East the programme is designed and run by the local authorities working in partnership, supported by Manchester Metropolitan University. Durham will be supporting 5 participants on the next cohort of the programme between January 2018 and May 2019.
- 28 These actions are designed to improve the recruitment, professional development and retention of a skilled workforce and to reduce reliance on agency staff.
- 29 Work to further embed reflective practice across the service is taking place. Actions which support this have included setting up Learning Communities¹ in social work teams, reflective practice training for managers, and the establishment of a Quality Improvement Champions Network - a group made up of Senior Practitioners and Social Work Consultants whose role it is to ensure opportunities for reflective practice are provided on a day to day basis for practitioners. From recent audits carried out there is evidence that these approaches are beginning to impact on the quality of frontline practice, but there remains room for improvement. The impact of reflective practice on improved outcomes for children and families needs to come through more strongly.

Theme 2: Strengthening Political and Management Oversight

- 30 This theme is working towards Ofsted Recommendation 2: Improved performance information for political and senior leaders so that they can develop strategies to improve practice and 3: Review of recording systems. Progress overall is considered to be Green for Recommendation 2 and Amber for Recommendation 3.

Areas of Good Progress:

- 31 New governance and performance reporting arrangements are now well established. Politicians have shaped new arrangements to strengthen their understanding and oversight of the work of CYPS. The Cabinet Member has worked with the Corporate Director of Children and Young People's Services and Lead Members of Overview and Scrutiny and Corporate Parenting Panel

¹ The Learning Communities provide opportunities for practitioners to share and reflect on practice with their peers to gain deeper insight and explore options for practice with families.

to set up regular ongoing liaison arrangements to consider performance and improvement issues. The Cabinet Member has strengthened the role of Support Member to assist in attending key Overview and Scrutiny and Corporate Parenting Panel activity. The reshaping of the Corporate Parenting Panel function with a widened remit, provides oversight of the full range of LAC arrangements, placements and settings. Overview and Scrutiny has a renewed focus with review work examining the role of the social worker in children's care.

- 32 Arrangements are supported by an improved Performance Management Framework (PMF) which was developed through a process of dialogue with social workers and managers. The new framework is split into four key themes which reflect the different levels of engagement of Council services with children:
- (a) Universal services
 - (b) Early help
 - (c) Assessment and safeguarding
 - (d) Looked after children and care leavers.
- 33 The framework also includes a series of key performance questions designed to promote scrutiny and challenge and to ensure that performance reporting reflects the experience of children living in County Durham and their progress towards achieving good outcomes. Reports are provided quarterly to Political Leaders, Chief Officers and Senior Managers within the Council enabling clear oversight and scrutiny of areas of good progress and those requiring further improvement.
- 34 Key outcomes to date from the strengthened arrangements are:
- (a) Initial consideration of the pressures on the social worker role at the Cabinet/Corporate Parenting/Scrutiny liaison meeting led to the referral of this issue to Scrutiny for more detailed work. Questioning to date from scrutiny members included requests for more information on caseload levels and further reporting on this area is now included in the scrutiny work programme.
 - (b) Benchmarking commissioned by the Cabinet/Corporate Parenting/Scrutiny liaison meeting informed the new strategy for the Corporate Parenting Panel, with a smaller membership, widened terms of reference and new work programme. Support for the Panel was more formally established as a key part of the Council's committee structure, and reports are now in the public domain where possible, with a dedicated website section.
- 35 Good progress has also been made in relation to the review of recording systems. Following a £3m investment by the Council, the procurement of a new case management system "Liquid Logic" is well underway and on track

for implementation in September 2018. The procurement and development processes have been well supported by fieldworkers and managers. A patch has been developed to fix the issues identified by Ofsted whereby important casework documentation could not be located in a single place through the existing SSID system. An interim work-around has been implemented which uses a Sharepoint facility to store all children's case file records electronically within a consistent file structure, which is directly linked to their file on SSID.

- 36 In addition to the procurement of the new system, a comprehensive programme of Lean Reviews have taken place across all service areas to identify duplication in practice and processes with a view to securing more efficient and effective workflows. This work will also be used to improve practice and to inform the development and design of the Liquid Logic system.

Areas requiring further action:

- 37 The focus of the forward plan within this theme is to ensure the good progress made to date continues and becomes firmly embedded in the Council's reporting framework.
- 38 The following actions are proposed to be included in a revised plan for the ongoing oversight and monitoring of QIB:
- (a) Ensure the strengthened political oversight and challenge brought by Members through improved political reporting arrangements with Cabinet, Overview and Scrutiny and Corporate Parenting Panel is evidenced in service actions and improvement activity.
 - (b) Embed the Performance Management Framework and ensure it provides qualitative as well as quantitative information to enable effective scrutiny and oversight with a particular focus on ensuring accuracy and timeliness of information and on driving action.
 - (c) Build on and strengthen the service-wide approach to improvement and the achievement of good quality outcomes for children and families.
 - (d) Carry out a self-assessment of Leadership and Management against the new Ofsted Framework to ensure that the Council is consistently meeting the new standards.
 - (e) Drive forward the implementation of Liquid Logic in line with the project plan ensuring practitioners continue to be engaged and part of the new system design to ensure it provides the best possible support to frontline practice and includes a comprehensive training programme to ensure smooth implementation.

Theme 3: Improve the Quality of Practice

- 39 This theme is working towards Ofsted Recommendation 4: Improve the quality of assessments; 5: Improve the quality of care planning; 8: Improve

case file auditing and 9: Improve oversight of casework for children in voluntary care and under the Public Law Outline (PLO) process. Progress against Recommendation 8 is Green and against Recommendations 4, 5 and 9 is Amber.

Areas of Good Progress:

- 40 Actions to address these recommendations and achieve improvements in the quality of frontline practice are well underway. A Quality Improvement Framework has been developed and implemented, together with a rigorous and objective programme of audit activity.
- 41 Two full quarters of auditing have now taken place using a more robust and objective audit methodology. The standards relating to evidencing the quality of frontline practice have been substantially increased in line with Ofsted findings. When audited against the new standards, the direction of travel is one of improvement each quarter, with a 21% improvement in social work casework graded good or above having been achieved since the Ofsted Inspection, as set out in **Table 3** below.

Table 3:

	Feb-16	Oct-16	Mar-17	Jun-17
Grades	Ofsted	Ingsons	Q4: Case File Audits	Q1: Case File Audits
Good or Above	40%	0%	50%	61%

- 42 From the most recent quarter’s analysis of key themes and areas for improvement, the following areas have been identified as making good progress:

- A Case File audit methodology has been developed which ensures cases are selected randomly incorporating a sample of work from each team and allocated to managers who do not have direct managerial oversight of the case, thus improving the objectivity of the audit process.
- The importance of and commitment to identifying good practice and making challenges where improvement is needed and to ensuring audits are completed in time has increased. This is evidenced in the improved level of feedback to practitioners and managers following audits which provide an opportunity to share findings of good practice and areas for development in detail. There are indications that the culture within the service is starting to shift to one which is more

proactive, challenging and reflective in relation to quality improvement. Following a survey with practitioners and managers on audit feedback, all reported that they welcome the challenge and the opportunity to receive feedback on their practice.

- The overall improvement of between 10-11% during a single quarter, if it is maintained and increased in the following quarters, is significant. Independent auditors have been commissioned to audit a cross section of cases in November 2017. This will provide an additional check and balance to the validity of audit, its findings, the accuracy of auditing and the quality of practice.

Areas requiring further action:

43 From the analysis of the most recent audit, the following areas have been identified as those requiring continued and determined focus for improvement:-

- Case files audited as being inadequate are actively tracked and remedial actions are taken immediately to address gaps in practice and manage impact on outcomes for children. Case files graded as inadequate mean that the service a child is receiving is considerably lower than what it should be and is likely to lead to poor outcomes for them.
- Further actions to improve practice in relation to the consistent use and recording of chronologies, further improvement in the quality of assessments and family plans, and management oversight have been identified and are to be prioritised by the Service which will help to accelerate quality to a more acceptable level.
- A wider approach to understand how the quality and timeliness of the journey of the looked after child is viewed, worked with and evaluated at each stage is to be developed. An additional focus on permanence within the case file audit tool will ensure auditors consider the quality, timeliness and progress made specifically towards permanency for our Looked After Children.
- The practice in working with children suffering or at risk of suffering neglect needs a strong improvement focus. A high number of children, worked with by both early help and statutory professionals, live in neglectful households. These can be complex cases where sustained change is hard to effect and often involve large sibling groups. Cases are often escalated and de-escalated on numerous occasions and can remain open for a long time. This is a priority of the LSCB and is being addressed by them on a multi-agency basis. A multi-agency strategy for neglect has recently been developed with supporting detailed practitioner guidance.

- The rate of improvement in statutory services is not currently replicated within early help audits. Further analysis of the possible issues that are causing improvement within early help to stall is being undertaken
- Appropriate enquires need to be made in First Contact to support good decision making about what happens next with the referral. This is specifically in relation to issues of consent and families awareness of the referral being made, where the child's usual residence is, ensuring that the referrer follows procedures and takes responsibility for the quality of the information provided at the point of referral.
- Whilst the number of families from different cultures is small, audits have identified that further improvement is needed in working effectively with children and families whose first language is not English. Issues and the difficulties and additional challenges this may cause parents and the practitioner need to be addressed more clearly. Ensuring a good understanding of culture and faith in assessments and planning would strengthen culturally sensitive practice.

44 It is important to consider these audit findings within the context of the environment that managers and practitioners are working in, as this can have an impact on the quality and improvement of practice and its recording. The intention is for social workers to hold no more than 20 cases, however, this continues to prove challenging as reported in paragraphs 24-25. Caseload sizes are still too high for many staff members and the efforts of Theme 1 to strengthen capacity alongside a continued focus on early help and progressing cases continues to be prioritised so that the service can adequately manage demand.

45 From analysis of the rate of progress being achieved to date in improving the quality of frontline practice, the overall ambitious target of achieving 90%-100% good or above across all casework should remain. Our expectation is that the quality of social work casework should reach 80% - 100% good or above by March 2018 and 90% - 100% good or above by March 2019.

Theme 4: Compliance with Regulations:

- 46 This theme is working towards the following Ofsted Recommendations:
- 6: Consent from parents for referrals to the service for children in need;
 - 7: Improve private fostering arrangements;
 - 10: Improve the quality of court reports for children moving to live with parents under Care Orders;
 - 11: Improve the use of Independent Visitor Scheme for looked after children;
 - 12: Improve the offer of "staying put" for care leavers in foster care;

- 13: Ensure a targeted approach based on analysis of need drives adoption recruitment;
- 14: Improve the analysis and use of information from Return Home Interviews for children who go missing or who are at risk of Child Sexual Exploitation;

Progress towards Recommendations 11 and 12 is Green and for the others is Amber.

Areas of Good Progress:

- 47 Procedures have been revised in First Contact to ensure all referrers gain consent from parents to referrals wherever possible.
- 48 Presentations have been made to various partnerships and a marketing and publicity plan has been implemented to improve knowledge and reporting in relation to private fostering, so that appropriate assessments are made and arrangements are in place to ensure children in such arrangements are being cared for safely.
- 49 An improved offer of Independent Visitors for Looked After Children has been developed in partnership with County Durham Youth Offending Service whose volunteers have been approached and provided with additional training to offer this support. To date, 7 volunteers have offered and are providing an independent visiting service.
- 50 For all young people in foster care at the age of 15.5 years, consideration is given to staying put arrangements up to the age of 18 years should they wish to do so and there are a number of young people who are currently in staying put arrangements. The views and wishes of young people and their carers is sought at this stage and informs their future plans. The Staying Put procedure has been amended and training and recruitment includes information and guidance for foster carers who are encouraged to support children in this way.
- 51 An assessment of need to inform an adoption recruitment strategy has been carried out linked to regional work. An expression of interest to DfE Practice and Improvement Fund has been successful. This will support recruitment and marketing of potential adopters; promoting early permanence and sharing best practice and the assessment and training of prospective adopters.
- 52 Procedures relating to the completion of Return Home Interviews following children going missing from home have led to an improvement in interviews being delivered. Completed forms are sent to the Erase Team and are used to inform the identification of locations and suspects involved in potential Child Sexual Exploitation and necessary disruption activity is identified and carried out. Plans are in place to develop an annual report for missing children that provides a position statement for partners.

Areas requiring further action:

- 53 Timescales and actions for achieving compliance are to be extended to March 2018 in relation to the following:-
- (a) 100% Early Help referrals record consent;
 - (b) 90-100% of Placement with Parents assessments are good;
 - (c) 100% Placement with Parents Assessments show senior management sign-off.
 - (d) An improved Adoption Recruitment Strategy leads to the recruitment of sufficient adopters to meet the needs of children.

Conclusion

- 54 The majority of actions identified in the Ofsted improvement plan have been or are being implemented and good progress has been made as a result of actions taken in most areas.
- 55 Actions taken by the service in support of the implementation of the Quality Improvement Framework have led to practitioners and managers having a greater focus on quality in their day to day practice as evidenced by the improving quality being demonstrated through the audit programme. This means that the desired culture of quality - high expectations, high challenge, high support - is improving and becoming more firmly embedded across the service.
- 56 However, it is recognised that the quality of case recording is not yet at the level required, and a period of further embedding is necessary in order to provide a stronger level of assurance that the changing culture is having a positive impact on improved outcomes for children and families.
- 57 The robust oversight and challenge of the QIB towards progress has ensured additional actions, where required, have been identified and implemented supporting a process of continual improvement in the quality of frontline practice, recording and management oversight. This includes the identification of barriers to progress and solutions to address these where they have arisen. There has been support on recruitment and staff development challenges and in strengthening political and management oversight from across the Council including wide ranging input from HR, the Council's Corporate Management, the Chief Executive and leading Members.
- 58 The QIB has required a revision of the current Ofsted Improvement Plan which reflects this one-year-on review and additional actions referenced within this report will be incorporated. The revised plan will inform the work of the QIB in the next period and ensure progress to date is sustained and further improved upon. This will also take into account the revised Ofsted Framework to ensure we continue to meet regulatory standards.

Recommendation

59 Children and Young People's Overview and Scrutiny Committee is recommended to:

- (a) note the progress made against the Ofsted recommendations and the further work required.

Contact: Carole Payne, Head of Early Help, Assessment and Safeguarding
Tel: 03000 261630

Appendix 1: Implications

Finance – A number of tasks associated with the plan have resource implications and Children and Young People's Service Management Team will ensure that these tasks are managed within existing resources or seek new resources where required. Investment has already been made into the Service to support the development of a new team.

Staffing – Workforce development will benefit staff and will help to challenge thinking and introduce new ways of working into practice. Roles and responsibilities are being amended in line with revised requirements. Embedding culture change is dependent on staff working effectively and understanding service aims, supported by managers. A series of programmes of activity and work associated with the resourcing, recruitment and retention of the workforce are being undertaken.

Risk – Changes need to be carefully managed to ensure that the protection of children remains robust and the system is not de-stabilised during transition.

Equality and Diversity / Public Sector Equality Duty – The needs of vulnerable children and families will be better met through implementation of the improvement plan

Accommodation – relocation and co-location of staff teams across the county, which will be managed within existing resources or new resources where required.

Crime and Disorder – None.

Human Rights – None.

Consultation – Any changes to workforce will be subject to consultation with affected staff. Members and senior members of Corporate Management Team were consulted and engaged in the development of the improvement plan.

Procurement– to be managed within existing working arrangements.

Disability Issues– None at this stage.

Legal Implications– All changes will be compliant with legal requirements.

Appendix 2: Ofsted Recommendations 2016

No.	Ofsted Recommendation:	RAG Rating
1	Continue with existing plans to ensure that there is sufficient capacity and stability in social work teams so that caseloads are manageable and workers are able to fully support children and young people.	A
2	Review existing arrangements to ensure that political and senior leaders have access to improved quantitative and qualitative performance information that enables them to have an accurate picture of the current practice delivered to children, so that they can develop strategies to maintain and improve the quality of frontline practice.	G
3	Continue with the plan to review existing recording systems to ensure that children's case records are organised in such a way that they present a coherent, accurate and easily accessible picture of the child's journey.	A
4	Improve the quality of social work assessments for all children, young people and care leavers by ensuring that they consistently contain comprehensive and rigorous analysis of all relevant information.	A
5	Improve the quality of planning for all children, young people and care leavers so that plans are clear about intended outcomes and timescales, and about who is responsible for actions. Ensure that families receive a copy of their plan. Ensure that key agencies participate in strategy discussions and meetings, or provide information to them, to comply with statutory guidance.	A
6	Ensure that consent is sought from parents when enquiries are undertaken for all cases of children and young people in need.	A
7	Improve private fostering arrangements to comply with statutory guidance through effective awareness raising, visits to children and completion of assessments.	A
8	Improve case file auditing to ensure robust and independent evaluation of the quality of practice to promote learning and improvement.	G
9	Improve the oversight of casework where children are in voluntary care arrangements, including those under the PLO process, so that plans for these children progress without delay and within timescales	A
10	For children moving to live with parents under care orders, review practice in respect of reports prepared under 'The Care Planning, Placement and Case Review (England) Regulations 2010' to make sure that these cover all relevant information and are signed off at a suitably senior level.	A
11	Review of use of, and eligibility criteria for, the independent visitor scheme so that the full range of children who would benefit from the scheme are able to do so.	G
12	Ensure that all care leavers in foster care are aware of the opportunity to 'stay put' in their placements after the age of 18 years, should they wish to do so.	G
13	Ensure that adoption recruitment strategy is based on the analysis of data, so that there is a targeted approach to ensure that sufficient carers are recruited to meet the needs of children in Durham.	A
14	Improve how information from return home interviews is used to support risk assessments for children who go missing and/or are at risk of child sexual exploitation.	A

**Detailed Ofsted Improvement Action Plan
Final as at 28 March 2017**

Theme 1: Strengthening management and staffing capacity PID Milestones: M1 - Resources required identified and financial management processes applied to meet demand M2 - Recruitment process reviewed and monitored through key performance data M3 - Evaluation of social work development programmes completed M4 - Social worker health check completed M5 - Structure designed and implemented	Lead: Carole Payne Membership: Mark Gurney
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Ofsted Recommendation 1: Continue with existing plans to ensure that there is sufficient capacity and stability in social work teams so that caseloads are manageable and workers are able to fully support children and young people.

Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
Resourcing <ul style="list-style-type: none"> Assess requirement for additional resources and produce a report to secure agreement if required. Obtain interim resources to secure additional social work staffing pending the full assessment. Additional team in place. Analysis of good practice outside of Durham in recruitment, retention and development of social work staff. 	Head of Children's Services	May 16	June 16	Structure developed to reflect demand across County with sufficient management capacity to assure quality.
		May 16	Sept 16	
		May 16	Sept 16	Cases progress in a timely manner without drift or delay.
Recruitment <ul style="list-style-type: none"> Improve recruitment and retention arrangements to support effective caseload management 	Strategic Manager, Children's Services Reform	May 16	Oct 17	Caseloads are within set standards for social workers and team managers
Retention <ul style="list-style-type: none"> Introduction of a Social Work Academy to develop 12 supernumerary newly qualified social workers. Practice Lead in post 12 new participants in academy posts 12 experienced social workers placed into vacancies Development programme in place (including training, coaching and supported workplace experience) and management practice improved: <ul style="list-style-type: none"> Introduce a development programme for aspiring Team Managers to support experienced social workers to move into management roles. Enhance the development programme for existing team managers 	Strategic Manager, Child Protection and Disability	Feb 16 - -	July 16 Oct 16 Oct 17	Agency staff usage reduced. Staff turnover levels are maintained at under 10%. Additional social workers are prepared for practice.
	Strategic Manager, Children's Services Reform/Strategic Manager, Service Quality and Development	June 16	Sept 17	Successful recruitment of Team Managers when required. Upskilling of social workers
	Strategic Manager, Children's Services Reform	June 16	Sept 17	Management practice is enhanced ensuring the same system of practices for all social work staff.

Theme 1: Strengthening management and staffing capacity PID Milestones: M1 - Resources required identified and financial management processes applied to meet demand M2 - Recruitment process reviewed and monitored through key performance data M3 - Evaluation of social work development programmes completed M4 - Social worker health check completed M5 - Structure designed and implemented	Lead: Carole Payne Membership: Mark Gurney
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Ofsted Recommendation 1: Continue with existing plans to ensure that there is sufficient capacity and stability in social work teams so that caseloads are manageable and workers are able to fully support children and young people.

Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
<ul style="list-style-type: none"> ○ Enhance the development programme for existing social workers ○ Investment in development opportunities for senior managers ○ Offer all social workers access to reflective practice sessions for all areas: <ul style="list-style-type: none"> Families First phase 1 Families First phase 2 All teams ○ Repeat Social Worker Health Check to gauge staff morale and issues affecting retention. 	<p>Strategic Manager, Child Protection and Disability</p> <p>Head of Children's Services</p> <p>Strategic Manager, First Contact and Intervention Service</p> <p>Strategic Manager, Child Protection and Disability</p>	<p>June 16</p> <p>June 16</p> <p>Started - -</p> <p>Started</p>	<p>Sept 17</p> <p>Sept 17</p> <p>Mar 16 Oct 16 Mar 17</p> <p>Nov 16</p>	<p>Demonstrate that reflective practice improves outcomes for young people.</p> <p>Efficient system of social work.</p> <p>High quality social work practice for children and families including targeted early help</p>
Structure <ul style="list-style-type: none"> • Engage external consultant to complete review of workflow to inform a restructure of social work teams 	Head of Children's Services	Apr 16	Oct 17	

Theme 2: Strengthening political and management oversight PID Milestones: M1 - Political and senior management reporting programmes set M2 - Opportunities to discuss success and issues are generated across the Council M3 - Updated electronic record management system procured and implemented M4 - Review existing working practices and undertake audits to determine effectiveness in key areas of service delivery	Lead: Jenny Haworth Membership: Helen Fergusson
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Ofsted Recommendation 2: Review existing arrangements to ensure that political and senior leaders have access to improved quantitative and qualitative performance information that enables them to have an accurate picture of the current practice delivered to children, so that they can develop strategies to maintain and improve the quality of frontline practice.

Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
<p>Review of good practice in political/ management oversight outside of Durham, including quantitative and qualitative information reported, and approach to analysis and challenge.</p> <p>Review all existing reports to political and senior leaders to ensure they facilitate line of sight on performance and quality and risk. Develop reports for:</p> <ul style="list-style-type: none"> • Children's Services Management Team (CSMT) • CMT • Cabinet • Overview and Scrutiny committees • Corporate Parenting Panel 	Strategic Manager, Service Quality and Development	<p>Sept 16</p> <p>May 16</p>	<p>Oct 16</p> <p>Oct 16</p>	A clear picture of the quality of practice in children's services is presented to political and senior leader.
<p>Put in place a new performance system based on improved analysis and engagement to ensure that:</p> <ul style="list-style-type: none"> • The children and young people's services position is understood by the Children's Services Management Team, corporate Management Team, Cabinet and the Council. • That senior managers and politicians have an accurate picture of current performance 	Head of Children's Services	Aug 16	April 17	Greater knowledge and ownership of children's services within the senior leadership, the service and the council

Theme 2: Strengthening political and management oversight**PID Milestones:**

- M1** - Political and senior management reporting programmes set
M2 - Opportunities to discuss success and issues are generated across the Council
M3 - Updated electronic record management system procured and implemented
M4 - Review existing working practices and undertake audits to determine effectiveness in key areas of service delivery

Lead: Jenny Haworth**Membership: Helen Fergusson**

Ofsted Recommendation 3: Continue with the plan to review existing recording systems to ensure that children's case records are organised in such a way that they present a coherent, accurate and easily accessible picture of child's journey.

Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
Develop a 'work around' on the current electronic case file system (SSID) across Children's Services to provide an interim process that ensures case file recording can evidence the child's journey is clear and safe and risk is clearly managed	Head of Planning and Service Strategy	Sept 16	Nov 16	Data is easily filed Staff time is used efficiently
Implement 'work around' electronic case file system	Head of Planning and Service Strategy	Nov 16	Mar 17	Management data is easily achieved Accessible information on all case files
Development and approval of business case to replace Social Services Information Database (SSID) and commission a system that supports practitioners	Head of Planning and Service Strategy Head of ICT	Sept 16	Jan 17	Case file system is fit for purpose showing the child's journey
Procure electronic case file system across Children and Young People's Services	Head of Planning and Service Strategy/Head of Children's Services	Mar 17	July 17	Practitioners and managers are complementary about the case file system enhancing practice
Implement new electronic case file system	Head of Planning and Service Strategy	Quarter 2, 2017	TBC	More social work time is spent on working with families

Ofsted Recommendation 9: Improve the oversight of casework where children are in voluntary care arrangements, including those under the PLO process, so that plans for these children progress without delay and within timescales.

Include in quarterly reports for senior leaders and politicians that provides an accurate picture of children accommodated under s20 and/or in PLO to provide assurance that cases are progressing in a timely manner.	Strategic Manager, Child Protection and Disability	Started	Sept 16	Capture quality improvement and outcomes for children
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Theme 3: Improving the quality of practice PID Milestones: M1 - Review existing working practices in relation to assessment and undertake internal and external audits to determine effectiveness M2 - Practice standards for care planning are agreed and implemented M3 - Introduce family friendly care plan documentation M4 - LSCB strategy meetings attendance monitored and comprehensive IRO report on quality of planning to CYPSMT M5 - Family outcomes framework developed and evaluated to determine service improvement M6 - Culture of quality instilled with the workforce M7 - Comprehensive programme of internal and external audits undertaken and areas of concern acted upon	Lead: Caroline O'Neill Membership: Julie Scurfield
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Ofsted Recommendation 3: Continue with the plan to review existing recording systems to ensure that children's case records are organised in such a way that they present a coherent, accurate and easily accessible picture of child's journey.

Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
Improve management oversight of case recording practice and ensure documentation relating to case records are accessible within the electronic case file system through the introduction of 'Live Document Image Processing' A lean programme is introduced across the services A standard case file system is agreed by senior management for the service	Head of Children's Services	Started	Nov 17	The case file audit demonstrates 100% compliance with the case file recording requirements following the implementation of 'Live Document Image Processing' More social work time is spent on working with families

Ofsted Recommendation 4: Improve the quality of social work assessments for all children, young people and care leavers by ensuring that they consistently contain comprehensive and rigorous analysis of all relevant information.

Assessments <ul style="list-style-type: none"> Review standards in relation to quality of assessment Implement practice standards to ensure only 'good' parenting assessments and Court reports are signed off. 	Head of Children's Services Strategic Manager, Think Family Services	May 16 June 16	July 17 Jan 17	Checkpoints: Baseline 40% 65-70% of assessments are good or better within 6 months ie by April 2017. 90%-100% of assessments are good within 1 year ie by March 2018.
Training and support for Assessment <ul style="list-style-type: none"> Deliver ongoing training, coaching and support for social workers so that they are competent and confident to complete high quality assessments. Provide support for social workers through social work consultants Deliver programme of refresher training 	Strategic Manager, Think Family Services	From Jan 16	Jan 17	Staff are competent in assessment and are supported to produce high quality work.
Competency Review staffs' performance and competency against the agreed standards. Undertake internal and external audits to determine effectiveness <ul style="list-style-type: none"> Case file audit programme developed Two external audit outcomes Report progress to senior leaders 	Head of Children's Services	June 16 Jan 17 July 16	Ongoing July 17 Ongoing	Staff performance improves

Theme 3: Improving the quality of practice PID Milestones: M1 - Review existing working practices in relation to assessment and undertake internal and external audits to determine effectiveness M2 - Practice standards for care planning are agreed and implemented M3 - Introduce family friendly care plan documentation M4 - LSCB strategy meetings attendance monitored and comprehensive IRO report on quality of planning to CYPsMT M5 - Family outcomes framework developed and evaluated to determine service improvement M6 - Culture of quality instilled with the workforce M7 - Comprehensive programme of internal and external audits undertaken and areas of concern acted upon	Lead: Caroline O'Neill Membership: Julie Scurfield
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Ofsted Recommendation 5: Improve the quality of planning for all children, young people and care leavers so that plans are clear about intended outcomes and timescales, and about who is responsible for actions. Ensure that families receive a copy of their plan. Ensure that key agencies participate in strategy discussions and meetings, or provide information to them, to comply with statutory guidance.

Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
Carry out an audit of S47 enquiries and strategy discussions to ensure there is appropriate participation of key agencies in discussions and decision making	Strategic Manager, Children's Services Reform	Oct 17	Dec 17	Compliance with Statutory Guidance Checkpoints: Baseline 40% September 2016 – 55% of plans are good. December 2016 -65% of plans are good. March 2017 – 90%- 100% of plans are good. Improve the quality of plans to a consistent level of 'good'. All statutory partners and care groups attend strategy meetings as required.
<ul style="list-style-type: none"> Analysis of good practice in quality improvement elsewhere to inform the Durham approach Develop a social work engagement programme with a focus on quality Review the impact of the quality improvement programme in practice and set new milestones 	Strategic Manager, Children's Services Reform	July 16	Apr 17	
Develop practice standards for care planning.	Strategic Manager, Children's Services Reform	Nov 16	Jan 17	
Encourage challenge from the Local Safeguarding Children's Board (LSCB) to drive service improvement and embed a performance culture	Head of Children's Services/ Strategic Manager, Child Protection and Disability	Started	Dec 17	
Encourage challenge from the Independent Reviewing Officers (IRO) to drive service improvement and embed a performance culture	Head of Children's Services/Strategic Manager, Service Quality and Development	Started	Dec 17	
Introduce the family outcomes framework to demonstrate improved outcomes from implementation of plans. <ul style="list-style-type: none"> Family outcomes framework developed and evaluated to determine service improvement First quarterly report Second quarterly report 	Strategic Manager, Think Family Services	Nov 16	July 17 - Mar 17 - July 17	

Theme 3: Improving the quality of practice PID Milestones: M1 - Review existing working practices in relation to assessment and undertake internal and external audits to determine effectiveness M2 - Practice standards for care planning are agreed and implemented M3 - Introduce family friendly care plan documentation M4 - LSCB strategy meetings attendance monitored and comprehensive IRO report on quality of planning to CYPSMT M5 - Family outcomes framework developed and evaluated to determine service improvement M6 - Culture of quality instilled with the workforce M7 - Comprehensive programme of internal and external audits undertaken and areas of concern acted upon	Lead: Caroline O'Neill Membership: Julie Scurfield
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Ofsted Recommendation 8: Improve case file auditing to ensure robust and independent evaluation of the quality of practice to promote learning and improvement.

Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
Review quality improvement framework and implement a revised framework.	Strategic Manager, Children's Services Reform	Jun 16	Apr 17	Staff are supported to produce high quality work.
Introduce peer audit of social work case files and audit moderation and produce analysis and an evaluation of practice to be presented annually to Cabinet. (Audits are to be undertaken every quarter)	Strategic Manager, Children's Services Reform	Started	Sept 18	Audit drives improvement in practice so that quality improvement is continuous.
Introduce a programme of thematic audits to assess the quality of work in relation to: <ul style="list-style-type: none"> • Assessment • Domestic abuse • Family/Care plan • Placement with parent regulations compliance • Private fostering • Neglect • Casework Recording • Children placed with friends and family under Section 20 • Assessment • Private fostering • Family/Care plan • Child sexual exploitation (CSE) • Use of research in practice • Casework Recording • Pre-birth assessment <ul style="list-style-type: none"> • Thematic audits to be determined by CSMT are to be held every quarter 	Strategic Manager, Children's Services Reform	June 16 Sept 16 Jan 17 Jan 17 Jan 17 Jan 17 April 17 Jul 17 Jul 17 Oct 17 Oct 17 Jan 18 Jan 18 Apr 18 Jul 18 Jul 18	Sept 18 Nov 16 Mar 17 Mar 17 Mar 17 Mar 17 Jun 17 Sept 17 Sept 17 Dec 17 Dec 17 Mar 18 Mar 18 Jun 18 Sept 18 Sept 18	Quality in key areas of practice is understood and action plans to improve are in place
		Apr 17	Sept 18	

Theme 3: Improving the quality of practice		Lead: Caroline O'Neill		
PID Milestones: M1 - Review existing working practices in relation to assessment and undertake internal and external audits to determine effectiveness M2 - Practice standards for care planning are agreed and implemented M3 - Introduce family friendly care plan documentation M4 - LSCB strategy meetings attendance monitored and comprehensive IRO report on quality of planning to CYPsMT M5 - Family outcomes framework developed and evaluated to determine service improvement M6 - Culture of quality instilled with the workforce M7 - Comprehensive programme of internal and external audits undertaken and areas of concern acted upon		Membership: Julie Scurfield		
Ofsted Recommendation 9: Improve the oversight of casework where children are in voluntary care arrangements, including those under the PLO process, so that plans for these children progress without delay and within timescales.				
Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
Introduce bi-annual external independent case file validation audit and complete audit in: <ul style="list-style-type: none"> Audit 1 - Ingsons - Nov 16 Audit 2 - Ingsons - July 17 	Strategic Manager, Children's Services Reform	Sept 16	July 17 Nov 16 July 17	External validation matches Children's Services audits
Review the case tracking system for all cases, so that progress can be demonstrated and delay avoided for Public Law Outline (PLO).	Strategic Manager, Child Protection and Disability	Started	Sept 16	Managers can respond quickly when an issue is raised
Continue to ensure that all children are appropriately treated as looked after through the use of Out of Parental Care Reviews. Audit progress of cases subject to Out of Parental Care Reviews to ensure the clinic is being effective in assuring progress	Strategic Manager, First Contact and Intervention Service	Started	Sept 16	All cases progress to appropriate timescales Cases in PLO progress within agreed timescales
Review the Dispute Resolution Process to ensure that IROs are able to drive improvements and progress of cases.	Strategic Manager, Service Quality and Development	May 16	June 16	No children are looked after without the appropriate legal status

Theme 4: Compliance with regulations		Lead: Karen Robb / Gill Horrobin		
PID Milestones: M1 - Improve practice in key areas of regulatory requirements, develop new lean ways of working where required, monitor compliance through audit, ensure stakeholders are communicated with and understand any changed processes		Membership: Gill Eshelby		
Ofsted Recommendation 6: Ensure that consent is sought from parents when enquiries are undertaken for all cases of children and young people in need.				
Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
Systematically record consent in First Contact for early help cases.	Strategic Manager, First Contact and Intervention Service	June 16	Mar 17	100% early help referral records record consent from parents to share information.
Ofsted Recommendation 7: Improve private fostering arrangements to comply with statutory guidance through effective awareness raising, visits to children and completion of assessments.				
Increase innovative ways to ensure private fostering placements are notified to the local authority by: <ul style="list-style-type: none"> delivering an ongoing awareness raising campaign to gain a rise in numbers Awareness to schools and target pastoral staff so schools and health visitors confirm that all private fostering arrangements have been notified reissue guidance to staff and managers report to the CSMT/LSCB activity Complete audit of private fostering casework on a six monthly basis to ensure statutory functions have been delivered and quality is 'good'. 	Strategic Manager, Looked After and Permanence	Started	Mar 17	Notification of private fostering arrangements increase.
		Started	Mar 17	100% of privately fostered children are seen in timescales.
		Started	Mar 17	All assessments for privately fostered children are 'good'.
		Started	Mar 17	
		Oct 16	Mar 17	
Ofsted Recommendation 10: For children moving to live with parents under care orders, review practice in respect of reports prepared under 'The Care Planning, Placement and Case Review (England) Regulations 2010' to make sure that these cover all relevant information and are signed off at a suitably senior level.				
Revise use of placement with parents regulations and ensure that assessments are signed off by senior managers <ul style="list-style-type: none"> Training for all managers and social workers in revised expectations Procedural audit to be commissioned including a check on the management sign-off arrangements All placement with parents reports are signed off by Strategic management 	Strategic Manager, Looked After Children and Permanence	Sept 16	Mar 17	Placement with parents assessments drive the planning process.
		Jun 16	Mar 17	Audits show 90% -100%of placement with parent's assessments are 'good'.
		Jun 16	Mar 17	100% placement with parent's assessments shows senior management sign-off.

Theme 4: Compliance with regulations		Lead: Karen Robb / Gill Horrobin		
PID Milestones: M1 - Improve practice in key areas of regulatory requirements, develop new lean ways of working where required, monitor compliance through audit, ensure stakeholders are communicated with and understand any changed processes		Membership: Gill Eshelby		
Ofsted Recommendation 11: Review of use of, and eligibility criteria for, the independent visitor scheme so that the full range of children who would benefit from the scheme are able to do so.				
Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
Offer all relevant young people an Independent Visitor (IV) and support increased uptake to the scheme. <ul style="list-style-type: none"> Criteria revised Number of children meeting criteria for IV reviewed Increased take up of the scheme 	Strategic Manager, Looked After Children and Permanence	Jun 16 Jun 16 Jun 16	Mar 17 Mar 17 Mar 17	Offers of independent visitors are evidenced on all children's files. Baseline take up is 6 young people. Improve to 100% of eligible young people with explanation and understanding why not taken up.
Ofsted Recommendation 12: Ensure that all care leavers in foster care are aware of the opportunity to 'stay put' in their placements after the age of 18 years, should they wish to do so.				
Promote staying put to all care leavers, so that rates of staying put increase. <ul style="list-style-type: none"> Demonstrate that all eligible young people have been informed of their right to stay put, as evidenced in audit of their files Take up of staying put and supported lodgings conversions monitored Measure developed of children over 18 supported in their placement by the local authority, to include staying put and Special Guardianship Order placements 	Strategic Manager, Looked After Children and Permanence	Jun 16 Jun 16 Jun 16	Mar 17 Mar 17 Mar 17	Checkpoint: baseline 11 young people stay put (11.1%). Dec 2017 – 90% - 100% stay put as percentage of the young people who are eligible to apply are offered this choice.

Theme 4: Compliance with regulations	Lead: Karen Robb / Gill Horrobin
PID Milestones: M1 - Improve practice in key areas of regulatory requirements, develop new lean ways of working where required, monitor compliance through audit, ensure stakeholders are communicated with and understand any changed processes	Membership: Gill Eshelby

Ofsted Recommendation 13: Ensure that adoption recruitment strategy is based on the analysis of data, so that there is a targeted approach to ensure that sufficient carers are recruited to meet the needs of children in Durham.

Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
Produce an analysis of adoption recruitment patterns and target recruitment actions accordingly, with a view to increase recruitment of adopters in 'high need' areas. <ul style="list-style-type: none"> Analysis of patterns complete - Annual adoption report Recruitment actions targeted Recruitment of adopters increased 	Strategic Manager, Looked After Children and Permanence	July 16 Oct 16	Mar 17 Mar 17	Adoption recruitment is matched to detailed needs analysis.

Ofsted Recommendation 14: Improve how information from return home interviews is used to support risk assessments for children who go missing and/or are at risk of child sexual exploitation.

Develop return to home interview (RTHI) to include analysis of cause, consequence, risk and actions for children at risk of CSE <ul style="list-style-type: none"> RTHI developed Management sign off in place Audit complete 	Strategic Manager, Looked After Children and Permanence	Jun 16 Started Sept 16	Sept 16 July 16 Oct 16	RTHIs inform plans to reduce risk for young people who go missing.
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Children and Young People's Overview and Scrutiny Committee

28 September 2017



Durham Local Safeguarding Children Board Annual Report 2016-17

Report of Jane Geraghty Independent Chair Durham Local Safeguarding Children Board

Purpose of the Report

1. The purpose of this report is to present the Children and Young People's Overview and Scrutiny Committee with the Durham Local Safeguarding Children Board Annual Report 2016-17. The full annual report is available on the LSCB website www.durham-lscb.org.uk. Attached at Appendix 2 is the Young People version of the Annual Report.

Background

2. Durham Local Safeguarding Children Board (LSCB) is a statutory body established under the Children Act 2004. It is independently chaired (as required by statute) and consists of senior representatives of all the principle stakeholders working together to safeguard children and young people in County Durham.
3. The LSCB's primary responsibility is to provide a way for local organisations that have a responsibility in respect of child welfare, to agree how they will work together to safeguard and promote the welfare of children in County Durham and to ensure that they do so effectively.
4. Statutory Guidance from Working Together to Safeguard Children (2015) requires each Local Safeguarding Children Board to produce and publish an Annual Report evaluating the effectiveness of safeguarding in the local area.
5. Throughout April and May 2017 draft versions of the LSCB Annual Report were circulated to the LSCB Board; partner agencies; stakeholders and Corporate Management Team for consultation and comment. The feedback received has been incorporated into the final document.

Durham LSCB Annual Report

6. The Durham LSCB Annual Report 2016-17 sets out the work of multi-agency partners to ensure effective arrangements are in place to safeguard and protect vulnerable children and young people from abuse and neglect.
7. The report describes the work undertaken against the 2016-17 priorities and sets out the future priorities for 2017-20. It describes the local governance

arrangements and structure of Durham LSCB; the linkages to other strategic partnerships across County Durham.

8. The report provides an overview of the performance monitoring framework as well as providing a brief summary of the use of restraint in secure centres; Serious Case Reviews; Child Death Reviews; and the LSCB multi-agency training provision.
9. To develop this year's Young People's Annual Report staff have directly engaged with over 70 young people from Durham Constabulary's Police Cadets (spanning key stages 3-5) to act as an editor's group; providing feedback, critique, challenge and shaping how the final document looks.
10. Written in clear language, it provides general safeguarding information from a young person's perspective. The Durham LSCB Annual Report for Young People is primarily an interactive electronic document and is best viewed on a computer, tablet or smartphone.

LSCB Priorities for 2017-20

11. Durham LSCB held a development day in February 2017 to review progress on the priorities; consider key challenges; and to set its future priorities. In setting the priorities for 2017-20 the Board considered a number of presentations and information sources which resulted in the following strategic priorities:

- Child Sexual Exploitation
- Neglect
- Empowering Young People
- Working Together

Achievements and Progress Highlights

12. Below are some examples of achievements and progress made by the LSCB in 2016/17:

- A new methodology for SCRs developed with learning events to over 700 staff delivered.
- Launch of new online Child Protection Procedures.
- Trained over 1,800 taxi drivers in CSE with safeguarding conditions now built into Hackney Carriage and Private Hire Licensing Policy.
- Specialist Briefings – Exploitation, Grooming and Radicalisation / Intervene to Protect a Child / Understanding Victims of Rape and Sexual Abuse Masterclass.
- Updated Child Sexual Exploitation Local Profile.
- Developed a range of tackling neglect toolkits. The Neglect Practice Guidance and Practice Toolkit / 0-19 Level of Need / Home Environment Assessment Tool; all rolled out.
- Updated single assessment procedures reflecting the added focus on neglect and hidden harm.
- Domestic abuse workers based in One Point and part of Early Help Forums are now well established.

- Developed a self-harm support pathway and a self-harm education package for all staff including schools and GP's.
- Introduced web-based multi-agency auditing.
- Website restructured with 13,591 users 97,907 website hits and 11,158 awareness raising materials circulated.
- 84 training courses delivered and attended by 1,520 staff.
- Virtual College 'total package' of e-learning purchased.
- Over 6,000 people have completed the PREVENT duty counter terrorism e-learning.

Conclusion

13. The Durham Local Safeguarding Children Board Annual Report 2016-17 and Young People's Annual Report 2016-17 was agreed by the LSCB Board on the 08 July 2017.
14. The annual reports are available on the Durham LSCB website www.durham-lscb.org.uk and will be disseminated through partners own organisational governance structures.

Recommendations

15. The Children and Young People's Overview and Scrutiny Committee is recommended to:
 - a. Note the content of this report.
 - b. Accept the LSCB Annual Report for information as an overview of the work undertaken in 2016/17 and priorities for action in 2017/18.

Contact: Jacqui Doherty, LSCB Business Manager, Tel 03000 263989

Appendix 1: Implications

Finance

Yearly financial contributions to Durham LSCB are received from partner agencies and are detailed in the LSCB Annual Report.

Staffing

The priorities identified in the LSCB Annual Report will be delivered using existing resources. Durham County Council will contribute to the delivery of the priorities in partnership with other responsible authorities.

Risk

No adverse implications.

Equality and Diversity/ Public Sector Equality Duty

The LSCB Annual Report identifies the actions to safeguard the needs of vulnerable children and young people.

Accommodation

No adverse implications.

Crime and disorder

The LSCB Annual Report reflects priorities and action that impact positively on crime and disorder in County Durham. The report shows effective partnership working with the Safe Durham Partnership.

Human rights

No adverse implications.

Consultation

Consultation with partner agencies and stakeholders has been undertaken as part of the development of the LSCB Annual Report.

Procurement

No adverse implications.

Disability Issues

No adverse implications.

Legal Implications

Durham Local Safeguarding Children Board (LSCB) is a statutory body established under the Children Act 2004. Working Together to Safeguard Children (Statutory Guidance) requires each Local Safeguarding Children Board to produce and publish an Annual Report evaluating the effectiveness of safeguarding in the local area.

**Appendix 2:
Durham Local Safeguarding Children Board Annual Report for Young People
2016-17**

Attached in a separate file.

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Safeguarding Children and Young People in County Durham

Annual Update for Young People
2017

#hearmyvoice

Safeguarding is everyone's responsibility

Annual Update for Young People

Section I – Safeguarding Overview

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Safeguarding Overview

LSCB Priorities

Reporting Concerns



What is safeguarding?

Safeguarding is about keeping children and young people **safe** and **protecting** them from **harm**, while making sure they grow up in a safe environment.



What does the LSCB do?

We promote the **welfare** of children and young people, **safeguarding** them from harm and **protecting** those children who are at significant risk of **harm or neglect**.



What does it mean for me?

Agencies including the Councils' Children and Young People's Services, the Police, Schools and Colleges and Health Services such as GPs, Hospitals and Health Visitors are **all here to help**.

Our Vision: Every child and young person in County Durham feels safe and grows up safe from harm



Annual Update for Young People

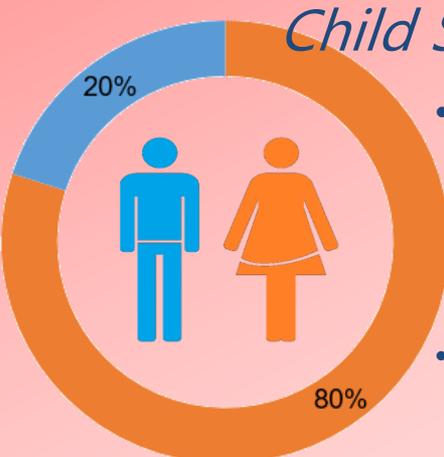
Section I – Some facts and figures about Safeguarding

Safeguarding Overview

LSCB Priorities

Reporting Concerns

Child Sexual Exploitation



- **Online Grooming** is the most common model
- Of those young people targeted **80% are girls**
- The **average age** of victims is **12 yrs old**



Self Harm

LOWER 
The number of 10-24 year olds admitted to hospital for self-harm is lower than the England average
(Public Health Profiles)

Suicide is the **biggest killer** of young people – male and female – under 35yrs in the UK (www.papyrus-uk.org)

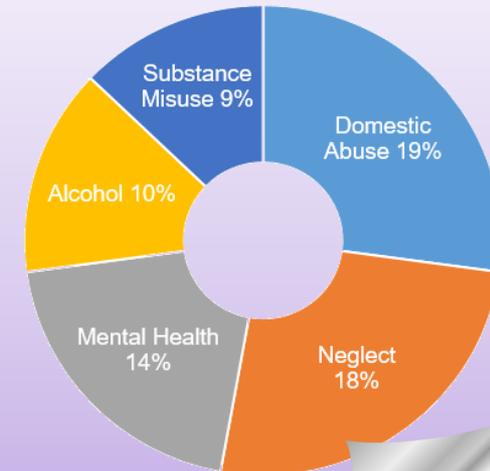
Early Help

- **40% increase** in the families receiving early help
- Over **1160 early help plans completed** with a successful outcome



Neglect

Domestic Abuse is the main parental **risk factor** leading to children becoming subject of a **Child Protection Plan**



Annual Update for Young People

Section 2 – LSCB Priorities

Page 48

Safeguarding Overview

LSCB Priorities

Reporting Concerns

The Durham Local Safeguarding Children Board agreed the following **priorities for 2016/17**

Reducing
Child
Sexual
Exploitation

Improving
Early Help

Reducing
Neglect

Reducing
Self-Harm

Increase
the Voice
of the
Child



Annual Update for Young People

Section 2 – Priority: *Child Sexual Exploitation*

What is Child Sexual Exploitation?

- Child Sexual Exploitation (CSE) is a form of **child abuse**
- It can happen to anyone who is **persuaded, bullied or forced** into having **sex or sexual activity** such as taking and sharing naked photos of themselves
- This can be in return for things like **alcohol, money, drugs** or other gifts
- It can happen **online and face to face**
- It **ruins lives** and has serious **long-term effects** on young people and their families

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The film **Jigsaw** is a story about a young girl called Becky who likes to use **online social media** to share information and photos of herself and her friends. Becky has been **talking** to somebody who she believes to be **another child**. It turns out to be a man who has **lied to her**.

Get Help

There are people who know how to help children and young people in this situation.

They will believe you. There is a way out.

Ring the Police 101

If you are not ready to report something you can speak to Childline 0800 1111



Annual Report for Young People

Section 2 – Priority: *Child Sexual Exploitation*

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Safeguarding Overview

LSCB Priorities

Reporting Concerns

What does Child Sexual Exploitation mean for me?

The video below is a local victim's experience of being exploited.

Things changed Taken in
Reward with drink Victim Lonely Inside my head
Showered with presents Couldn't see it was wrong
Power and control Hooked on you If I loved you
Caring ways Stranger Replaced by coldness
Surrender to you Puppet in your game
Silent tears Love turned into threats
Fear Nowhere to turn Trapped
Loved Something changed
Spoken out Didn't judge
Respect Future
Safe Choice

'I am really pleased that someone is listening to me. I didn't think anyone believed me'
(CSE Victim)



In **school sessions** young people told us that these were some of the things that people use to **manipulate** a young person in to **sexual activity**

- Buying or giving you alcohol
- Offering you money
- Taking you out to places
- Buying you presents
- Hurting or threatening to hurt you
- Giving you a place to stay
- Telling you that they love you

Annual Update for Young People

Section 2 – Priority: *Improving Early Help*

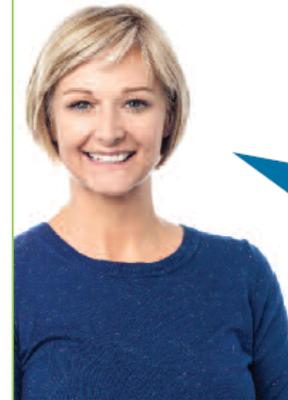
What is Early Help?

- Early Help is just a phrase we use to explain one of the ways to **support families** who are **having a hard time**
- Every year many families face difficulties; **talking about problems** and **getting help** before things get worse really does work
- Families can **learn new skills** to tackle every day problems
- Getting early help means **less children and families** get to a point where they **feel they can't cope anymore**

Page 51

Think Family Worker

Supporting the whole family to overcome difficulties together



“ We provide early help to families who are experiencing a range of issues which place outcomes for their children at risk, these include, but are not limited to: worklessness, crime, anti-social behaviour, poor school attendance, domestic abuse and substance misuse. ”



Get Help



Services can work with **everyone** in the family helping them to find solutions to their problems.



Annual Update for Young People

Section 2 – Priority: *Improving Early Help*

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Safeguarding Overview

LSCB Priorities

Reporting Concerns

What does Early Help mean for me?

Dad said that he wasn't always like that and he felt **a lot happier now** when playing with us.



More help and advice

County Durham
Children's Centres

County Durham
Families Information Service

Holly was worried that she was going to fail her exams with **support** from speech and language services she is **more confident** she should be able to achieve her dreams.



We focus on the following

- **Prevention** – So that problems do not happen in the first place
- **Early Intervention** – So that problems are sorted out at an early stage
- **Protection and targeted support** – So that help and support from a trained professional is in place for problems that are serious or may continue for a long time

Local Offer 
click here to find out more...



Annual Update for Young People

Section 2 – Priority: *Reducing Neglect*

What is Neglect?

- Child neglect is a **failure** to look after a child and could result in **poor health** or development
- Children (including unborn babies), need food, water, shelter, warmth, protection and health care to **grow and develop**
- Children need their parents or carers to **love and care** for them
- Neglect can also include **physical abuse, emotional abuse and sexual abuse**

Get Help

Every child and young person has the **right to be looked after** properly. If you're not getting the important things you need at home, you could be being neglected.

If you are not ready to report something you can speak to **Childline 0800 1111**

Domestic Abuse is the main parental **risk factor** leading to children becoming subject of a **Child Protection Plan**

Watch the video to **see what happens** when you contact Childline



Annual Update for Young People

Section 2 – Priority: Reducing Neglect

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Safeguarding Overview

LSCB Priorities

Reporting Concerns

What does Neglect mean for me?

When I first met you I knew I could trust you; **everything in my life changed**, you helped me understand more about the situation I lived in and helped organise extra support for me to cope. I've **laughed** and **cried**, thank you for **listening** to me and reminding me how to stay on the **right track** and for being my guardian angel 😊 😊



Neglect Video: Michelle's Story



I thought Mum liked drinking more than us when Dad left. We were all sad and had **no food**.

Me and my brothers were always **late for school** and they said we weren't dressed properly.

This woman came and **helped my mum** get us ready for school and helped with other things too and I got a new bed.

Mum doesn't shout as much now and this **makes us all happy**.



Annual Update for Young People

Section 2 – Priority: Reducing Self-Harm

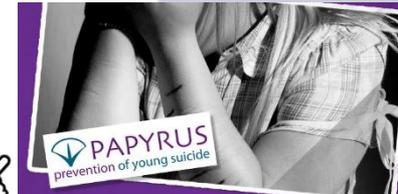
What is Self-Harm?

- **Self-harm** is when you hurt or damage your own body on purpose. It's usually a way of **cop**ing with emotional stress
- Over half of people who die by **suicide** have self-harmed before
- Self-harm is linked to **anxiety and depression**, this can be a build-up of intense feelings
- The number of **10-24 year olds** admitted to hospital because of self-harm in County Durham is **lower** than the England average (*Public Health Profiles*)

Get Help

Worried about yourself or about a friend self-harming or feeling suicidal?

You can get private and confidential help from **PAPYRUS** www.papyrus-uk.org or you can call them on **0800 068 41 41**.



Worried about yourself or about a friend self-harming/feeling suicidal?

Suicide is the leading cause of young deaths in the UK. Many young suicides can be prevented. Young people and anyone worried about them can get confidential help and advice from...

www.papyrus-uk.org

Call: 0800 068 41 41 SMS: 07786 209697



Caroline used to self-harm as a **teenager**.

She gives advice on how to get the **right support**.

Annual Update for Young People

Section 2 – Priority: Reducing Self-Harm

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Safeguarding Overview

LSCB Priorities

Reporting Concerns

What does Self-Harm mean for me?

"Self-harm may be someone's coping response. It is not who they are."

- Emma, researcher and campaigner



Rethink Mental illness.

Self-injury Awareness Day

Young people have told us some of the reasons why they think young people self-harm

- It's when people **hurt themselves** on purpose
- Some people do it when they're getting **bullied**
- **Depression** can lead to self-harm
- When you are **totally stressed** and feel trapped
- People might do it because they are having a **hard time** at home

**SILENCE.
THE BIGGEST
KILLER OF
YOUNG PEOPLE
IN THE UK.**

Young people say that **conflict with family** members, teachers, **boyfriends and girlfriends** are common reasons for self-harm.

This often makes young people feel **pushed away**, left out, feel **embarrassed or ashamed** about self-harming themselves, and that they fear **being judged**.



Annual Update for Young People

Section 2 – Priority: *Increasing the Voice of the Child*

Safeguarding Overview

LSCB Priorities

Reporting Concerns

What is the Voice of the Child?

- The **voice of the child** is a description we use to make sure that services take **your views and opinions** into account when they plan services
- Staff working with children want to know **what you think** and how things can be made **better for you**
- It means that all the people working to keep you safe will always consider what you say and **how you feel**

How you continue to help

The LSCB meet **young people** in their **local areas** to learn more about what is important to them.



Over 70 Durham **Police Cadets** have helped us develop this years annual update.

Working hard!

Annual Update for Young People

Section 2 – Priority: *Increasing the Voice of the Child*

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Safeguarding Overview

LSCB Priorities

Reporting Concerns

How has the Voice of the Child made a difference to workers?



#hearmyvoice

Durham LSCB promotes the hashtag **#hearmyvoice** as a simple way for young people to express their views on **social media**

*'I wanted to express my own heartfelt appreciation for the **rare opportunity**, as a professional, to hear the **accounts of actual people** whose lives have been so massively impacted upon'.*

*'Both as a **professional and a parent**, their stories preyed on my mind for the rest of the day. They provided a more thought provoking **human element** and a deeper comprehension of their far reaching experiences and for that **I feel very privileged**'.*



'This direct link to young people and understanding the **'Voice of the Child'** has brought a positive and different perspective into the LSCB'.

Jane Geraghty, Independent Chair receiving the Investing in Children award



Annual Update for Young People

Section 2 – Our plans for the future

Safeguarding Overview

LSCB Priorities

Reporting Concerns

Our plans for 2017 and 2018

Neglect

- **Understand Neglect** – See the local picture of neglect; raise awareness and thresholds for action
- **Early Identification** – Improve the recognition and assessment of neglect
- **Effective Provision** – Refine effective and successful support that helps reduce neglect
- **Family Focus** – Use the experience of our families and the voice of the child in services

Working Together

- **Thresholds** – Strengthen agreed levels of action across the partnership
- **Focused Intervention** – Making sure children receive focused intervention
- **Remove Barriers** – Understanding the lessons learned and improving outcomes
- **Improve Information Sharing** – Remove the barriers to local sharing of information

Empowering Young People

- **Voice of the Child** – Every child has a voice within the child protection process
- **Empower Young People** – To recognise abuse, feel confident to report concerns
- **Visibility and Support** – Obtain the child's story and support is child focused
- **Peer Support** – Develop skills for young people to support other young people

Child Sexual Exploitation

- **Preventing CSE** – Making it more difficult to exploit children and young people
- **Protecting children and young people from CSE** – Identifying and safeguarding those children and young people at risk
- **Pursuing perpetrators of CSE** – Identifying, arresting and prosecuting offenders

Annual Report for Young People

Section 3 – Reporting Concerns

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Safeguarding Overview

LSCB Priorities

Reporting Concerns

Tees, Esk and Wear Valleys NHS Foundation Trust

**Durham & Darlington
CAMHS Crisis & Liaison Team**

making a difference together



For more information, click on the images to go to various websites and contacts



If you are concerned that a child is being harmed or neglected call



If the child or young person is at immediate risk of harm ☎ 999



Annual Update for Young People

Contact details for LSCB Partners

Safeguarding Overview	LSCB Priorities	Reporting Concerns
Durham LSCB	03000 265 770	City Hospitals Sunderland NHS Foundation Trust 0191 565 6256
Durham County Council	03000 260 000	NHS England North 0113 825 1609
Durham Constabulary	101	Cafcass (County Durham) 0300 456 4000
County Durham & Darlington NHS Foundation Trust	0191 333 2333	Durham Tees Valley Community Rehabilitation Company (probation) 0808 168 4848
North Durham Clinical Commissioning Group (CCG)	0191 389 8600	National Probation Service North East Division 01325 246 260
Durham Dales, Easington & Sedgefield CCG	0191 371 3222	National Offender Management Service 0300 047 6325
Tees, Esk & Wear Valleys NHS Foundation Trust	01325 552 000	Schools and Colleges web link only
North Tees & Hartlepool Hospitals NHS Foundation Trust	01642 617 617	Voluntary and Community Sector web link only
Harrogate & District NHS Foundation Trust	01423 885 959	



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**Children and Young People
Overview and Scrutiny Committee**

28 September 2017



**Quarter One 2017/18
Performance Management Report**

**Report of Corporate Management Team
Lorraine O'Donnell, Director of Transformation and Partnerships
Councillor Simon Henig, Leader of the Council**

Purpose of the Report

- 1 To present progress against the council's corporate performance framework for the Altogether better for Children and Young People theme for the first quarter of the 2017/18 financial year.

Background

- 2 The council's partnership led Sustainable Community Strategy, setting out the vision for the county, and supporting council plan and service plans are due for review this year. There is a strong commitment to progressing the council's transformation programme, driven by a focus on delivering the best possible outcomes within available resources, and Cabinet agreed that an outcome based approach to planning is adopted. 2017/18 is a transition year as we review our vision, planning framework and associated performance management arrangements to ensure that they operate efficiently and are fit for purpose in the current climate.

Performance Reporting Arrangements for 2017/18

Key Performance Questions

- 3 A review of our performance reporting arrangements has led to the development of a series of key performance questions (KPQs). These questions are aligned to the 'Altogether' framework of six priority themes, and are designed to facilitate greater scrutiny of performance.

Key Performance Questions
<i>Altogether Wealthier</i>
1. Do residents have good job prospects?
2. Do residents have access to decent and affordable housing?
3. Is County Durham a good place to do business?
4. Is it easy to travel around the county?
5. How well does tourism and cultural events contribute to our local economy?
<i>Altogether Better for Children and Young People</i>

Key Performance Questions	
6.	Are children, young people and families in receipt of universal services appropriately supported?
7.	Are children, young people and families in receipt of early help appropriately supported?
8.	Are children and young people in receipt of social services appropriately supported and safeguarded?
9.	Are we being a good corporate parent for looked after children?
<i>Altogether Healthier</i>	
10.	Are our services improving the health of our residents and reducing health inequalities?
11.	Are people in need of adult social care supported to live safe, healthy and independent lives?
<i>Altogether Safer</i>	
12.	How effective are we at tackling crime and offending?
13.	How effective are we at tackling antisocial behaviour?
14.	How well do we reduce the misuse of drugs and alcohol?
15.	How well do we tackle abuse of vulnerable people including domestic abuse, child sexual exploitation and radicalisation?
16.	How do we keep our environment safe including roads and waterways?
<i>Altogether Greener</i>	
17.	How clean and tidy is my local environment?
18.	Are we reducing carbon emissions and adapting to climate change?
19.	How effective and sustainable is our collection and disposal of waste?
<i>Altogether Better Council</i>	
20.	How well do we look after our people?
21.	Are our resources being managed for the best possible outcomes for residents and customers?
22.	How good are our services to customers and the public?
23.	How effectively do we work with our partners and communities?

- 4 A more focused set of performance indicators has been developed to provide evidence to help answer these questions for those with corporate governance responsibilities. Development of performance reporting will continue throughout the year in particular to enhance reporting of qualitative aspects of performance as highlighted in the 2016 Ofsted inspection.
- 5 There are other areas of performance that are measured in more detailed monitoring across service groupings and if performance issues arise, these will be escalated for consideration by including them in the corporate report on an exception basis.
- 6 The performance indicators are still reported against two indicator types which comprise of:
 - (a) Key target indicators – targets are set for indicators where improvements can be measured regularly and where improvement can be actively influenced by the council and its partners; and

- (b) Key tracker indicators – performance is tracked but no targets are set for indicators which are long-term and/or which the council and its partners only partially influence.
- 7 This report sets out our key performance messages from data released this quarter and a visual summary of the Altogether Better for Children and Young People theme that presents key data messages from the new performance framework showing the latest position in trends and how we compare with others.
- 8 A comprehensive table of all performance data is presented in Appendix 3.
- 9 An explanation of symbols used and the groups we use to compare ourselves is in Appendix 2.
- 10 To support the complete indicator set, a guide is available which provides full details of indicator definitions and data sources for the 2017/18 corporate indicator set. This is available to view either internally from the intranet (at Councillors useful links) or can be requested from the Corporate Planning and Performance Team at performance@durham.gov.uk.

Key Performance Messages from Data Released this Quarter

- 11 Work continues to improve children’s services in Durham in line with [Ofsted findings](#) across four key areas: political and management oversight; management and staffing capacity; improving the quality of social work practice; and compliance with regulations.
- 12 Performance is considered across three levels:
 - (a) How our **early help and universal children’s services** help support children in the wider community.
 - (b) How our **assessment and safeguarding services** are supporting children at risk and children in need.
 - (c) Corporate **parenting support** for the 789 children for whom the council is their parent, and 230 care leavers.¹

Universal Services and Early Help

- 13 We are performing well in some key areas of universal services and early help. Durham primary schools are doing well in relation to Ofsted inspections, however, there is continued focus on secondary schools as fewer are judged outstanding or good compared to last year (see appendix 6 for table of secondary schools and grading). More children aged 0 to 2 years in deprived areas (88%) are registered with a Children’s Centre and having sustained contact compared to last year (86%). Children’s Centres play a vital role in early intervention, reaching those whose needs might otherwise escalate into

¹ Figures as at Q1 2017/18

more serious problems, and delivering crucial preventative support. In relation to child health, under 18 conceptions continue to reduce, the lowest since recording began in 1998 but remain significantly higher than in England.

- 14 A key performance issue identified this quarter relates to completing Education Health and Care plans within 20 weeks for children with special educational needs and disabilities. The target to complete 90% of plans within the statutory 20 week time limit was not met, with 65% completed within this timescale. A new data management system is being introduced which has impacted upon service delivery due to data cleansing but additional data resource has been provided to assist with this and an alert system for the 20 week process to aid casework is currently being fast-tracked.

Assessment and Safeguarding Services

- 15 Significant progress has been made on one of the performance issues reported last quarter. Our processing rate for responding to statutory referrals within one working day has improved from 58.6% at quarter one 2016/17 to 85.5% this quarter (April to June 2017) (see appendix 5, chart 4). Despite an increase in the number of children in need (see appendix 5, chart 1), improvement has continued in the re-referral rate, reducing from 24.8% to 17%.
- 16 Four key performance issues are identified this quarter that we need to address, better understand or keep under greater scrutiny:
- (a) Quality of assessment and casefiles
 - (b) Social worker caseloads
 - (c) Number of children and young people on a child protection plan
 - (d) Initial child protection conferences processed within timescales
- 17 Two key issues highlighted in the last report where good progress has been made are quality of casework and social worker caseloads. However further improvement is required in both areas.
- (a) Casefile quality has significantly improved this quarter with 61% of social work team statutory case files assessed as good or above compared with 40% at the time of the Ofsted inspection (March 2016). Further progress is required to achieve our target for at least 80% of audited cases by March 2018. Grading of quality is in line with Ofsted grading and work to improve quality is ongoing, with an independent audit check on progress due in the autumn.
 - (b) Caseload levels per social worker have reduced from the baseline of February 2016 when the Ofsted inspection took place, but further work is needed. Recruiting additional social work staff should assist in further reducing caseload levels to ensure that they are more manageable and reach the agreed target of no more than 20. The council continues to scrutinise staffing including vacancy levels and ratios of cases to social workers to address the issues highlighted in the Ofsted report. The recruitment environment continues to be challenging.

A workforce strategy is under development, designed to eradicate the chronic under-recruitment to permanent social work posts and to reduce turnover from these same posts. This includes expansion of the social work academy to bring in and develop newly qualified social workers, introduction of a social work apprenticeship scheme, increasing the number of frontline units in the service and to run a recruitment and marketing campaign aimed at attracting experienced social workers, and a range of measures to improve the working experience of social workers.

18 An ongoing performance challenge is the number of children with a child protection plan (CPP). The increasing number of children with a CPP is continuing (see appendix 5, chart 3). The number of children with a CPP in Durham has increased from a low point in the same period last year (358) to 486 in June 2017. The figure had previously been at a high level in June 2014 (446) before decreasing to its lowest in September 2015 (340). Durham's rate of children with a CPP is higher than the England average. The increase has implications in terms of increased work pressures and caseloads for social workers. Further analytical work to understand the reasons for the increase in children on a CPP is still ongoing.

19 A new performance issue emerging this quarter is the timeliness of initial child protection conferences (ICPC). The rate of processing ICPCs² within 15 working days of a safeguarding strategy meeting (Section 47 enquiry) or where a child with a Child Protection Plan (CPP) moves into the area, has decreased from 75.2% last year to 42.6% this quarter (April to June 2017). The reduction in performance is directly linked to independent reviewing officer (IRO) vacancies experienced between March and May 2017. A range of measures has been introduced including employment of agency and casual staff. The recruitment process has almost concluded with the situation resolved in June 2017 with no ICPCs delayed since that date because of IRO resource. Performance is expected to improve significantly during quarter two.

Corporate Parenting Support

20 As corporate parent, the council is responsible for 230 young people (aged 17 to 21) leaving care (June 2017) who are a particularly vulnerable cohort of young people. The wide range of support the council offers is good with provisional figures showing more care leavers in Durham are in suitable accommodation and in employment or training (EET) compared to both North East and national counterparts. More children were adopted with 53 children adopted (17.3% of those leaving care) during 2016/17 compared with 28 children (11.1%) in 2015/16.

21 Two key performance issues highlighted in the last report are ongoing and require continued scrutiny:

² An initial child protection conference (ICPC) must be convened following a Section 47 enquiry to safeguard and promote the welfare of a child who is suspected of, or likely to be, suffering significant harm.

- (a) The number of looked after children
- (b) Changes in social worker

- 22 There were 789 looked after children (LAC) at the end of June 2017 in County Durham. Although there are fewer than last quarter (810) there are significantly more than last year (712). Numbers have generally been increasing since a low base of 410 in 2008 (see appendix 5, chart 2) and are significantly higher than the national level. Further work is still ongoing to gain a better understanding of the reasons for an increase in the number of children looked after which has implications in terms of the council's corporate parenting responsibilities, workload pressures and increased costs. There is also a considerable increase in the use of independent providers for LAC residential placements which cost more, rising from 14 last year to 25 this quarter (at 28 June 2017); the lack of placement capacity within the county adds further financial pressure. The increased numbers of children to be placed is also affecting quality of care, with capacity issues meaning that some children are not matched with a permanent care placement quickly enough: at the end of July there were 33 children who were in temporary placements.
- 23 Changes in social worker were reported last quarter as the results of the Children's Commissioner's Stability Index project. This showed that 42% of children had no change of primary social worker, 30% had one change, but 16% of children had two changes and 12% had three or more changes of social worker. Although not out of line with comparators, this provides a baseline against which efforts to improve workforce stability and to restructure the service can be measured. Investigation shows that part of the reason for changes in social worker relates to the structure of the service which builds up to four moves into the child's journey, and plans to streamline this down to two moves are under development.
- 24 A new performance issue identified this quarter concerns the health of looked after children. Fewer looked after children in Durham had dental checks (82.5%) and health assessments (86.4%) compared to both regional and national averages. Durham's Emotional and Behavioural Health Difficulties Score³ amongst looked after children (16 points) is worse than regional (14.5 points) and national (14 point) averages. Recognition of these issues is included in the 0-19 Healthy Child Programme and further investment in emotional wellbeing in schools is being planned.

Key performance messages reported to other overview scrutiny committees which may be of interest to this committee are as follows:

³ This is measured by the average score for looked after children for whom a Strengths and Difficulties Questionnaire (SDQ) was completed. A higher score indicates difficulties that are more emotional. A score of 0-13 is considered normal, a score of 14-16 is considered borderline cause for concern and a score of 17 and over is a cause for concern. A SDQ score is required for those children aged 5 to 16 (inclusive) who had been looked after continuously for at least twelve months at the 31 March. More detail is available from Public Health England [website](#).

- 25 Mothers smoking at time of delivery has also reduced from last year and achieved the annual target but it is still higher than national rates. Durham Dales, Easington and Sedgfield (DDES) Clinical Commissioning Group (CCG) has the third highest rate in the North East and fifteenth highest of all CCGs in England. A steering group has been established to deliver an incentive scheme on behalf of DDES CCG. Women are registered through health professional referral, based on a specified criteria and can receive shopping vouchers if they successfully quit smoking. The government has set out an ambitious plan to make England, in effect, smoke-free in the next few decades. The new Tobacco Control Plan aims to significantly reduce smoking rates for the population by 2022, paving the way to a smoke-free generation. The plan also specifically aims to lower the smoking in pregnancy rate.
- 26 Breastfeeding prevalence still requires improvement, being significantly lower than nationally and slightly below the North East rates. A multi-agency action plan to increase breastfeeding rates has been developed involving public health, health visitors, midwifery and children's centre colleagues. Models of best practice are being looked at from other areas who have improved their rates. The implementation will require a wider system approach to tackle the social norms relating to breastfeeding in County Durham. The Best Beginnings Baby Buddy app has been created to help provide reliable and accurate information that is available 24 hours a day.
- 27 The number of first time entrants to the Youth Justice System (aged 10 -17 years) has fallen and remains well within target. There have been fewer child sexual exploitation referrals than last year.

Risk Management

- 28 Effective risk management is a vital component of the council's agenda. The council's risk management process sits alongside our change programme and is incorporated into all significant change and improvement projects.
- 29 The key risk in delivering the ambitions of this priority theme and how we are managing it is; failure to protect a child from death or serious harm (where service failure is a factor or issue). Management consider it possible that this risk could occur which, in addition to the severe impacts on children, will result in serious damage to the Council's reputation and to relationships with its safeguarding partners. To mitigate the risk, actions are taken forward from Serious Case Reviews and reported to the Local Safeguarding Children Board. Lessons learned are fed into training for front line staff and regular staff supervision takes place. This risk is long term and procedures are reviewed regularly. (Critical / Possible)

Key Data Messages by Altogether Theme

- 30 The next section provides a three-page summary of key data messages for the Altogether Better for Children and Young People priority theme. The format of the Altogether theme provides a snap shot overview aimed to ensure that key performance messages are easy to identify. The Altogether

theme is supplemented by information and data relating to the complete indicator set, provided at Appendix 3.

Altogether Better for Children and Young People

Early Help and Universal Services

Achieving Aspiration



Schools judged outstanding or good

**92%
Primary**

**65%*
Secondary**

*11 out of 31 schools judged as Requires Improvement or Inadequate (2 more than last year and 1 more than last quarter). 6 LA maintained schools and 5 academies.

Not in Education, Employment or Training

4.9% of 16-17 year olds in Durham are not in education, employment or training, higher than national (2.7%) and North East (4.0) averages

Education Health and Care Plans Processed in 20 weeks

Children or young people with special educational need or disability

Performance has been going down and target of 90% not met



Health

Under 18 Conception rate (Apr 2015 — Mar 2016)

25.9 per 1,000 female population (213 conceptions), fewer than last year (27.5 and 233 conceptions) and lowest since 1998, but still significantly more than England (20.4).



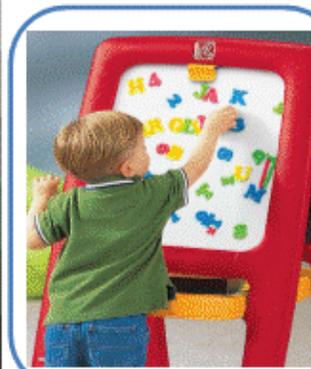
Early Help support

727 families

benefitted from successful interventions* at March 2017 (16.7% of phase 2 overall total of 4,360 families by March 2020), above both the regional (15.7%) and national average (13.2%)

Stronger Families Programme

*this aims to assist individuals in a family to achieve reductions in crime/anti-social behaviour, improve school attendance or move back into employment through the Stronger Families Programme.



Sustained contact with Children's Centre



88% of Durham 0-2 year olds in the top 30% IMD* having sustained contact, more than last year (86%) (Jul 2016/Jun 2017)

* Indices of Multiple Deprivation 2010

Altogether Better for Children and Young People

Assessment and Safeguarding

Safeguarding

(Apr—Jun 2016)

(Apr - Jun 2017)

Child's Journey

1,415 Children in need referrals (CiN), more than last year (1,226)

1,031 Single Assessments, more than last year (946)

486 Children with a child protection plan (CPP) more than last year (358)

CPP rate = 48.6 per 10,000 lower than North East average (59.6) but higher than England average (43.1)

Our response

Statutory referrals processed in one working day

58.6%

85.5%

CiN referrals occurred within 12 months of previous referral

24.8%

17%

Single assessments completed in 45 days

86.8%

83.2%

Number of Children by Level of Need

Level 4 (Statutory cases) LAC, CPP

Level 3

Level 3/2

Children in Need

Families First

One Point Service

← higher lower →

Level of Need

June 2016 (5,803)



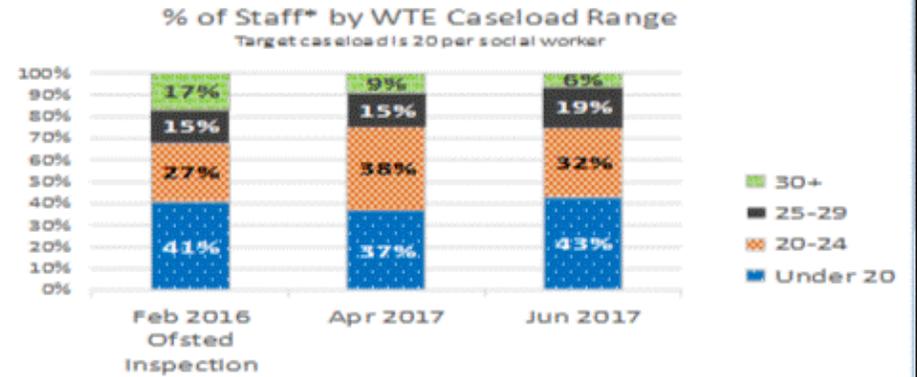
June 2017 (6,485)



Social Work Practice

Social Worker Caseload (Feb 2016—Jun 2017)

- ◆ A target caseload is 20 per social worker (but depend on nature of cases)
- ◆ Caseload levels have improved



Casefile Quality

The quality of casework has significantly improved but remains below target

Statutory casefile quality	Target	Ofsted Mar 2016 (20 cases)	Quarter 4 Mar 2017 (158 cases)	Quarter 1 Jun 2017 (92 cases)
Good or above	80-100% By Mar 2018	40%	50%	61%
Below Good		60%	52%	39%

Our response to Initial Child Protection Conference

75.2% (Apr - Jun 2016)
42.6% (Apr - Jun 2017)

An initial child protection conference should be held within 15 working days after a safeguarding strategy meeting (Section 47 enquiry) or a child with a CPP moves into the area.

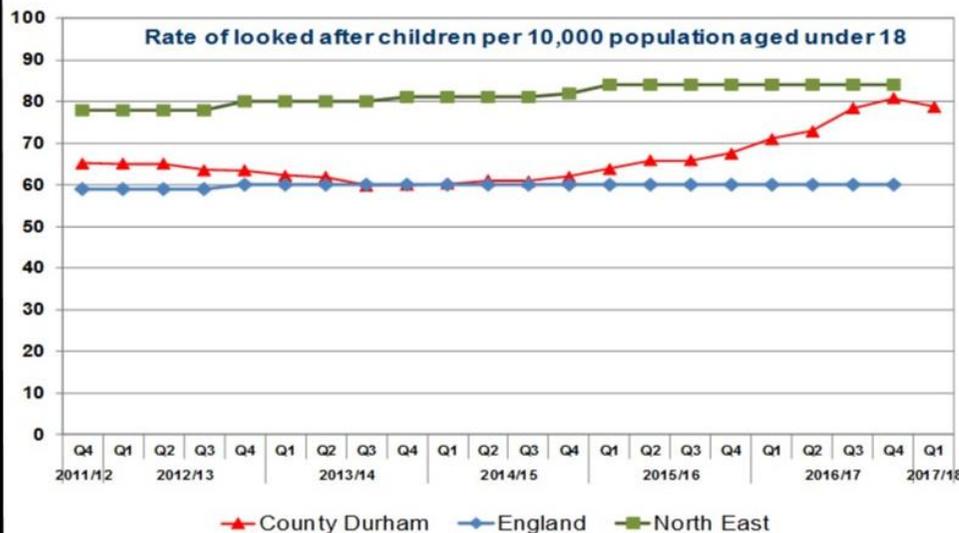
Altogether Better for Children and Young People

Corporate Parenting Support

Safeguarding (30 June 2017)



- **789** children currently looked after (LAC), more than last year (712)
- **11%** Increase in LAC rate from 71 per 10,000 children (June 2016) to 78.7.
- **230** care leavers are also receiving support



Social Work Practice

- ♦ **640** LAC (81.4%) who are in a foster placement, compared to 599 (84.4%) last year—As at June 2017
- ♦ **25** LAC (3.2%) have independent residential placements, compared to 14 (2%) last year—As at June 2017
- ♦ **53** children (17.3%) adopted of those leaving care (2016/17), compared to 28 (11.1%) in 2015/16

Achieving Aspiration

Care leavers aged 17-21 (provisional data):

	Durham	North East	England
In suitable accommodation ✓	94.3% (Apr-Jun 2017)	86% (2015/16 ac yr)	84% (2015/16 ac yr)
Employment or training (EET) ✓	69.1% (Apr-Jun 2017)	50% (2015/16 ac yr)	52% (2015/16 ac yr)

Health of looked after children

	Durham	North East	England
A dental health check ✗	82.5% (Apr-Jun 2017)	86.3% (2013/14)	84.4% (2013/14)
Health assessment ✗	86.4% (Apr-Jun 2017)	94.7% (2013/14)	88.4% (2013/14)
Average Emotional and Behavioural Health Difficulties Score ✗	16 points (2016/17)	14.5 points (2015/16)	14 points (2015/16)

Recommendations and reasons

31 That the Children and Young People's Overview and Scrutiny Committee receive the report and consider any performance issues arising there with.

Contact: Jenny Haworth Tel: 03000 268071

Appendix 1: Implications

Appendix 2: Report Key

Appendix 3: Summary of key performance indicators

Appendix 4: Volume measures

Appendix 5: Secondary Schools Require Improvement and Inadequate

Appendix 1: Implications

Finance - Latest performance information is being used to inform corporate, service and financial planning.

Staffing - Performance against a number of relevant corporate health Performance Indicators (PIs) has been included to monitor staffing issues.

Risk - Reporting of significant risks and their interaction with performance is integrated into the quarterly monitoring report.

Equality and Diversity / Public Sector Equality Duty - Corporate health PIs are monitored as part of the performance monitoring process.

Accommodation - Not applicable

Crime and Disorder - A number of PIs and key actions relating to crime and disorder are continually monitored in partnership with Durham Constabulary.

Human Rights - Not applicable

Consultation - Not applicable

Procurement - Not applicable

Disability Issues - Employees with a disability are monitored as part of the performance monitoring process.

Legal Implications - Not applicable

Appendix 2: Report key

Performance Indicators:

Direction of travel/benchmarking

Same or better than comparable period/comparator group

GREEN

Worse than comparable period / comparator group (within 2% tolerance)

AMBER

Worse than comparable period / comparator group (greater than 2%)

RED

Performance against target

Meeting/Exceeding target

Getting there - performance approaching target (within 2%)

Performance >2% behind target



- Performance is good or better than comparable period/benchmark
- ✘ Performance is poor or worse than comparable period/benchmark
- ↔ Performance has remained static or is in line with comparable period/benchmark

National Benchmarking

We compare our performance to all English authorities. The number of authorities varies according to the performance indicator and functions of councils, for example educational attainment is compared to county and unitary councils however waste disposal is compared to district and unitary councils.

North East Benchmarking

The North East figure is the average performance from the authorities within the North East region, i.e. County Durham, Darlington, Gateshead, Hartlepool, Middlesbrough, Newcastle upon Tyne, North Tyneside, Northumberland, Redcar and Cleveland, Stockton-On-Tees, South Tyneside, Sunderland. The number of authorities also varies according to the performance indicator and functions of councils.

Nearest Neighbour Benchmarking:

The nearest neighbour model was developed by the Chartered Institute of Public Finance and Accountancy (CIPFA), one of the professional accountancy bodies in the UK. CIPFA has produced a list of 15 local authorities which Durham is statistically close to when you look at a number of characteristics. The 15 authorities that are in the nearest statistical neighbours group for Durham using the CIPFA model are: Barnsley, Wakefield, Doncaster, Rotherham, Wigan, Kirklees, St Helens, Calderdale, Dudley, Northumberland, Tameside, Sheffield, Gateshead, Stockton-On-Tees and Stoke-on-Trent.

We also use other neighbour groups to compare our performance. More detail of these can be requested from the Corporate Planning and Performance Team at performance@durham.gov.uk.

Appendix 3: Summary of Key Performance Indicators

Ref	PI ref	Description	Latest data	Period covered	Period target	Data 12 months earlier	Performance compared to 12 months earlier	Performance compared to National figure	Performance compared to *North East or **Nearest statistical neighbour figure	Period covered		
Altogether Wealthier												
1. Do residents have good job prospects?												
6	CYP S1	Percentage of 16 to 17 year olds in an apprenticeship	9.1	As at Mar 2017	Tracker	8.0	GREEN	6.4	GREEN	8.8*	GREEN	As at Mar 2017
Altogether Better for Children and Young People												
1. Are children, young people and families in receipt of universal services appropriately supported?												
22	CYP S24	Average attainment 8 score/score for LA (all pupils at the end of key stage 4 in state-funded mainstream and special schools and academies - replacing GCSE attainment)	49.2	2015/16 ac yr (final)	Tracker	New PI	NA	48.5	GREEN	48.7*	GREEN	2015/16 ac yr (final)
23	CYP S27	Average point score per A level entry of state-funded school students	31.9	2015/16 ac yr (final)	Tracker	New PI	NA	31.8	GREEN	30.63*	GREEN	2015/16 ac yr (final)
24	CYP S2	Percentage of 16 to 17 year olds who are not in education, employment or training (NEET) [1]	4.9	Apr - Jun 2017	Tracker	4.7	RED	No Data		4*	RED	

Page Ref	PI ref	Description	Latest data	Period covered	Period target	Data 12 months earlier	Performance compared to 12 months earlier	Performance compared to National figure		Performance compared to *North East or **Nearest statistical neighbour figure		Period covered
25	CYP S25	Gap between the average Attainment 8 score of Durham disadvantaged pupils and the average Attainment 8 score of non-disadvantaged pupils nationally (at KS4)	-12.5	2015/16 ac yr (final)	Tracker	New PI	NA	-12.3	AMBER	-13.3*	GREEN	2015/16 ac yr (final)
26	CYP S26	Percentage of children in the Early Years Foundation Stage achieving a Good Level of Development	69	2015/16 ac yr (final)	64.0	63.6	GREEN	69.3	AMBER	68.4*	GREEN	2015/16 ac yr (final)
27	CYP S29	Gap between the percentage of Durham disadvantaged pupils and the percentage of non-disadvantaged pupils nationally who achieve the expected standard in reading, writing and maths (at KS2)	-16	2015/16 ac yr (final)	Tracker	New PI	NA	-22	GREEN	-23*	GREEN	2015/16 ac yr (final)
28	CYP S30	Ofsted percentage of primary pupils in good or better schools	91.7	As at Jun 2017	Tracker	92	AMBER	90	GREEN	91*	GREEN	As at May 2017
29	CYP S31	Ofsted percentage of secondary pupils in good or better schools	64.5	As at Jun 2017	Tracker	70	RED	79	RED	67*	RED	As at May 2017

Ref	PI ref	Description	Latest data	Period covered	Period target	Data 12 months earlier	Performance compared to 12 months earlier	Performance compared to National figure		Performance compared to *North East or **Nearest statistical neighbour figure		Period covered
30	CYP S32	Exclusion from school of All Durham children - percentage of children with at least one fixed exclusion	2	2016/17 ac yr	Tracker	1.9	RED	No Data		No Data		
31	AHS1	Under 18 conception rate per 1,000 girls aged 15 to 17	25.9	2015/16	Tracker	27.5	GREEN	20.4	RED	27.5*	GREEN	2015/16
32	AHS2	Proportion of five year old children free from dental decay	64.9	2014/15	Tracker	New PI	NA	75.2	RED	72*	RED	2014/15
33	AHS3	Alcohol specific hospital admissions for under 18's (rate per 100,000)	67.5	2013/14 - 2015/16	Tracker	72.8	GREEN	37.4	RED	66.9*	AMBER	2013/14 - 2015/16
34	AHS4	Young people aged 10-24 admitted to hospital as a result of self-harm	489.4	2011/12 - 2013/14	Tracker	504.8	GREEN	367.3	RED	532.2*	GREEN	England - 2011/12 - 2013/14 NE - 2010/11 - 2012/13
35	AHS5	Percentage of children aged 4 to 5 years classified as overweight or obese	24.3	2015/16 ac yr	Tracker	23.0	RED	22.1	RED	24.6*	GREEN	2015/16 ac yr

Page Ref	PI ref	Description	Latest data	Period covered	Period target	Data 12 months earlier	Performance compared to 12 months earlier	Performance compared to National figure		Performance compared to *North East or **Nearest statistical neighbour figure		Period covered
36	ASH6	Percentage of children aged 10 to 11 years classified as overweight or obese	37	2015/16 ac yr	Tracker	36.6	AMBER	34.2	RED	37*	GREEN	2015/16 ac yr
37	CYP S33	Percentage of Education Health and Care Plans completed in the statutory 20 week time period	66.0	Jan - Jun 2017	90.0	90.0	RED	58.6	GREEN	73.4*	RED	Jan - Dec 2016
2. Are children, young people and families in receipt of Early Help services appropriately supported?												
38	CYP S22	Percentage of successful interventions (families turned around) via the Stronger Families Programme (Phase 2)	16.7	Sep 2014 - Mar 2017	24.4	NA	NA	13.2	GREEN	15.7*	GREEN	Sep 2014 - Mar 2017
39	CYP S23	Percentage of children aged 0-2 years in the top 30% IMD registered with a Children's Centre and having sustained contact	88.1	2016/17	60	86	GREEN	No Data		No Data		
3. Are children and young people in receipt of social work services appropriately supported and safeguarded?												
40	CYP S14	Percentage of First Contact & EDT enquiries processed within 1 working day	85.5	Apr - Jun 2017	Tracker	58.6	GREEN	No Data		No Data		

Ref	PI ref	Description	Latest data	Period covered	Period target	Data 12 months earlier	Performance compared to 12 months earlier	Performance compared to National figure		Performance compared to *North East or **Nearest statistical neighbour figure		Period covered
41	CYP S15	Percentage of statutory children in need referrals received which occurred within 12 months of a previous referral	17.0	Apr - Jun 2017	Tracker	24.8	GREEN	22.3	GREEN	20.6*	GREEN	2015/16
42	CYP S16	Percentage of statutory single assessments completed within 45 working days	83.2	Apr - Jun 2017	Tracker	86.8	RED	83.4	AMBER	82.1*	GREEN	2015/16
43	CYP S17	Rate of children subject to a child protection plan per 10,000 population aged under 18	48.6	As at Jun 2017	Tracker	35.7	RED	43.1	RED	59.6*	GREEN	As at Mar 2016
44	CYP S18a	Rate of children in need (proxy) per 10,000 population aged under 18 (L4 open cases only)	361.4	As at Jun 2017	Tracker	313.9	NA	337.7		441.5*		2015/16
45	CYP S18b	Level 2/3 cases open to One Point Service - Rate per 10,000 population aged under 18	47.8	As at Jun 2017	Tracker	37.9	NA	No Data		No Data		
46	CYP S18c	Level 3 cases open to Families First Teams - Rate per 10,000 population aged under 18	237.5	As at Jun 2017	Tracker	227.1	NA	No Data		No Data		

Page Ref	PI ref	Description	Latest data	Period covered	Period target	Data 12 months earlier	Performance compared to 12 months earlier	Performance compared to National figure		Performance compared to *North East or **Nearest statistical neighbour figure		Period covered
47	CYP S19	Percentage of strategy meetings initiated which led to an initial child protection conference being held within 15 working days	42.6	Apr - Jun 2017	Tracker	75.2	RED	76.7	RED	82.4*	RED	2015/16
48	CYP S20	Percentage of Social Workers with fewer than 20 case	43.0	As at Jun 2017	Tracker	42.0	GREEN	No Data		No Data		
49	CYP S21	Percentage of Case File Audits which are rated as good or better	60.9	Apr - Jun 2017	80.0	New PI	NA	No Data		No Data		
4. Are we being a good corporate parent for Looked After Children?												
50	CYP S3	Rate of looked after children per 10,000 population aged under 18	78.7	As at Jun 2017	Tracker	71.0	NA	60		84*		As at Mar 2016
51	CYP S4	Percentage of children adopted from care (as % of total children leaving care) [number of children adopted shown in brackets]	17.3	2016/17	Tracker	11.1	GREEN	15	GREEN	13*	GREEN	2015/16
52	CYP S5	Percentage of LAC who are in a foster placement	81.4	As at June 2017	Tracker	84.4	RED	No Data		No Data		
53	CYP S6	Number of independent residential placement	3.2	As at Jun 2017	Tracker	2.0	RED	No Data		No Data		

Ref	PI ref	Description	Latest data	Period covered	Period target	Data 12 months earlier	Performance compared to 12 months earlier	Performance compared to National figure	Performance compared to *North East or **Nearest statistical neighbour figure	Period covered		
54	CYP S7	Percentage of children looked after continuously for 12 months or more who had a dental check	82.5	Apr - Jun 2017	Tracker	90.9	RED	84.4	RED	86.3*	RED	2013/14
55	CYP S8	Percentage of children looked after continuously for 12 months or more who have had the required number of health assessments	86.4	Apr - Jun 2017	Tracker	77.0	GREEN	88.4	RED	94.7*	RED	2013/14
56	CYP S9	Emotional and behavioural health of children looked after continuously for 12 months or more (SDQ)	16.0	2016/17	Tracker	14.9	RED	14	RED	14.5*	RED	2015/16
57	CYP S10	Average Attainment 8 score of Looked After Children	31.3	2016/17 ac yr	Tracker	New PI	NA	22.8	GREEN	25.9*	GREEN	2015/16 ac yr
58	CYP S11	Percentage of LAC achieving the expected standard in Reading, Writing and Maths (at KS2)	44.0	2016/17 ac yr	Tracker	New PI	NA	25	GREEN	27*	GREEN	2015/16 ac yr
59	CYP S12	Percentage of care leavers aged 17-21 in education, employment or training (EET)	69.1	Apr - Jun 2017	Tracker	59.3	GREEN	52	GREEN	50*	GREEN	2015/16 ac yr
60	CYP S13	Percentage of care leavers aged 17-21 in suitable accommodation	94.3	Apr - Jun 2017	Tracker	94.5	AMBER	84	GREEN	86*	GREEN	2015/16 ac yr

Page Ref	PI ref	Description	Latest data	Period covered	Period target	Data 12 months earlier	Performance compared to 12 months earlier	Performance compared to National figure	Performance compared to *North East or **Nearest statistical neighbour figure	Period covered		
Altogether Healthier												
1. Are our services improving the health of our residents?												
61	AHS12	Percentage of mothers smoking at time of delivery	16.5	2016/17	17.2	18.1	GREEN	10.5	RED	16*	RED	2016/17
69	AHS38	Prevalence of breastfeeding at 6-8 weeks from birth	28.2	Apr - Jun 2017	Tracker	28.8	RED	44.3	RED	30.6*	RED	Jan - Mar 2017
Altogether Safer												
1. How effective are we at tackling crime and disorder?												
81	CYP S35	First time entrants to the youth justice system aged 10 to 17 (per 100,000 population of 10 to 17 year olds) [2]	89	Apr - Jun 2017	146	95	GREEN	357		413**		2015/16
85	CYP S36	Proven re-offending by young people (who offend) in a 12 month period (%)	42.6	Oct 2014 - Sep 2015	Tracker	46.9	GREEN	37.8	RED	43.4*	GREEN	Oct 14 - Sep 15
4. How well do we tackle abuse of vulnerable people, including domestic abuse, child sexual exploitation and radicalisation?												
95	CYP S34	Number of child sexual exploitation referrals [2]	163.0	Jul 16 - Jun 17	Tracker	207	NA	No Data		No Data		

[1] The high number of school leavers whose status is 'not known' impacts significantly on this indicator

[2] Data 12 months earlier amended/refreshed

Appendix 4: Volume Measures

Chart 1. Children in need referrals within 12 months of previous referral

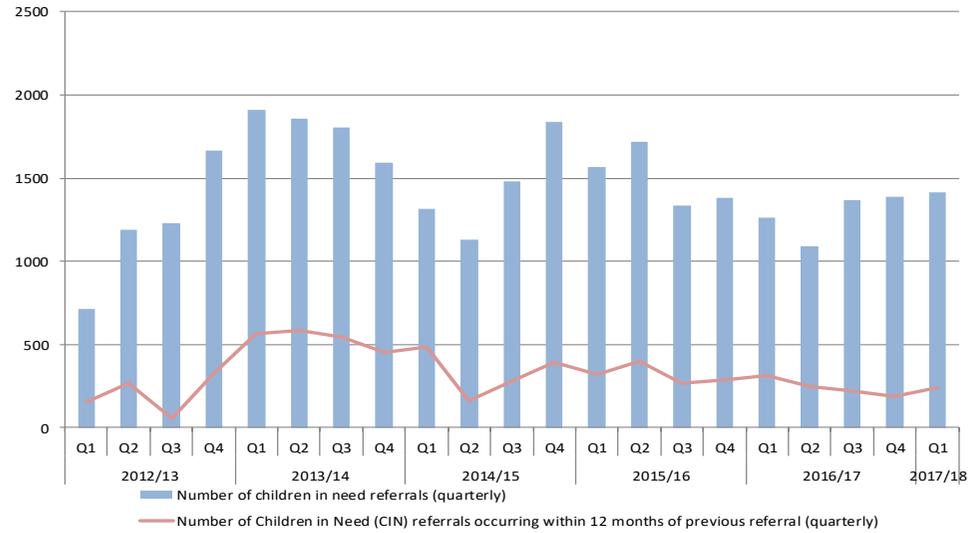


Chart 2. Looked after children cases

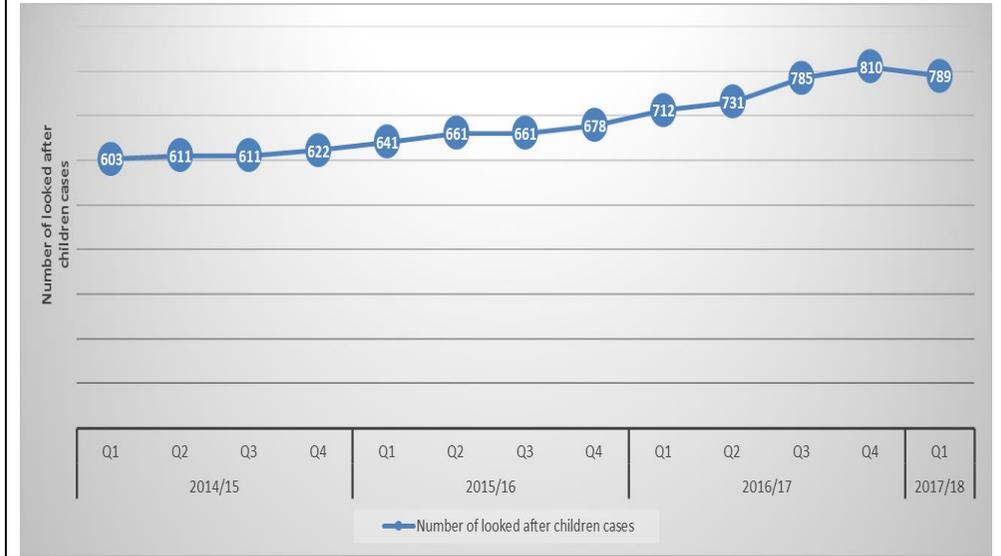


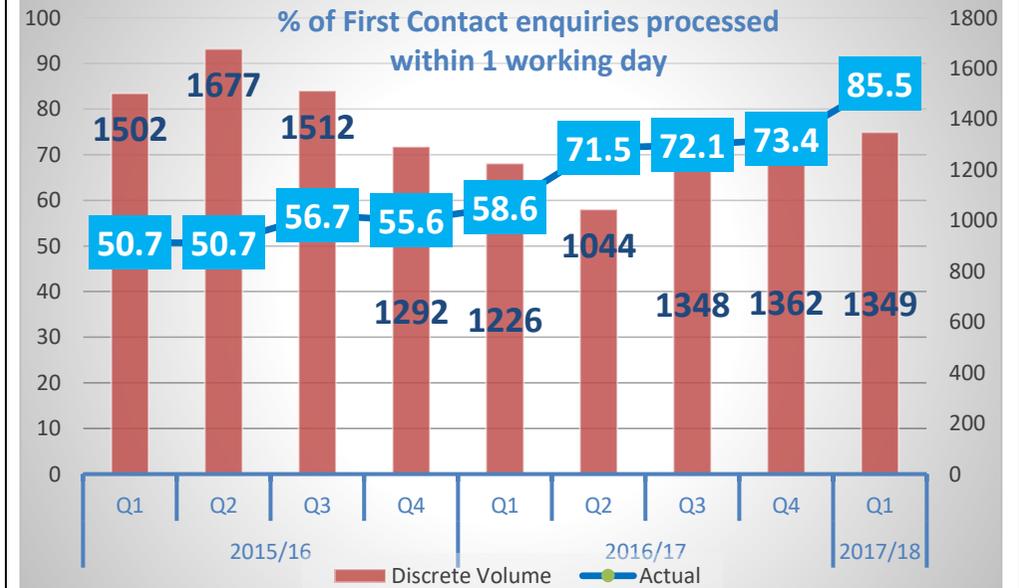
Chart 3. Children with a child protection plan

Rate of CPP per 10,000 population under 18



Chart 4. First Contact Volume and Process Rate

% of First Contact enquiries processed within 1 working day



Appendix 5: Secondary Schools Require Improvement and Inadequate

Total 11 schools Require Improvement and Inadequate	
Require Improvement (8)	
Maintained (4 schools)	Belmont Community School Fyndoune Community College Greenfield Community College Tanfield School
Academies (4 schools)	Framwellgate School Staindrop School Teesdale School Woodham Academy
Inadequate (3)	
Maintained (2 schools)	Durham Community Business College Whitworth Park School
Academies (1 schools)	North Durham Academy

As at 30 June 2017

Children and Young People's Overview and Scrutiny Committee

28th September 2017

CYPS Revenue and Capital Outturn 2016/17



Report of Paul Darby, Head of Finance (Financial Services)

Purpose of the Report

- To provide details of the 2016/17 revenue and capital outturn position for the CYPS service grouping, highlighting major variances in comparison with the budget for the year.

Background

- County Council approved the Revenue and Capital budgets for 2016/17 at its meeting on 24 February 2016. These budgets were subsequently revised in year to take account of transfers to and from reserves, grant additions/reductions, budget transfers between service groupings and budget reprofiling between financial years. This report covers the financial position for:
 - CYPS Revenue Budget - £94.932 million (originally £94.277 million)
 - CYPS Capital Programme – £24.901 million (originally £30.314 million)
- The original CYPS revenue budget was revised in year to incorporate a number of budget adjustments as summarised in the table below:

Reason For Adjustment	£'000
Original Budget	94,277
Reason For Adjustment	
Transfer From Contingency - Auto Enrolment	75
Transfer From Contingency - reduction of the Extended Right Grant	18
Transfer From Contingency - Closed School Premises Cost	264
Transfer From Contingency - Pay award	363
Transfer From Contingency - Residential Care Fees	-
Transfer Of EHCP	-
Transfers From other services	91
Transfers to other services	(162)
Use of (+)/contribution to CYPS reserves (-)	(651)
Use of (+)/contribution to Corporate reserves (ERV) (-)	657
Final Budget 2016/17	94,932

4. The use of / contribution to CYPS reserves consists of:

Reserve	£'000
INNOVATIONS Cash Limit Support	1,878
NQSW Academy Reserve - 16&17 Academic year	372
Review of Short Break 17-18	151
Secure Services Capital Reserve	(204)
Tackling Troubled Families Reserve	606
Transformation Reserve	105
Accumulated fund CPD Reserve	385
4 Real Reserve	(51)
Durham Learning Resources Reserve	(20)
EBP Reserve	(220)
Emotional Wellbeing Reserve	81
Mental Health Counselling Reserve	43
Music Service	347
Re-Profiling Activity Reserve	(3)
School & Governor Support	150
School Condition Survey	(150)
SEND reform Grant Reserve	411
Cash Limit	(3,230)
Total	651

5. The summary financial statements contained in the report cover the financial year 2016/17 and show: -
- The approved annual budget;
 - The actual income and expenditure as recorded in the Council's financial management system;
 - The variance between the annual budget and the actual outturn;
 - For the CYPS revenue budget, adjustments for items outside of the cash limit to take into account such items as redundancies met from the strategic reserve, capital charges not controlled by services and use of / or contributions to earmarked reserves.

Revenue Outturn

6. The CYPS service had a cash limit overspend of £3.857 million in 2016/17 against a revised budget of £94.932 million, which represents a 4.06% overspend.
7. The tables below show the revised annual budget, actual expenditure to 31 March 2017, and variance at year end. The first table is analysed by Subjective Analysis (i.e. type of expense) and shows the combined position for CYPS, and the second is by Head of Service.

8. Subjective Analysis (Type of Expenditure)

	Revised Annual Budget	2016/17 Outturn	2016/17 Variance	Items Outside Cash Limit	Cont. To / (From) Reserves	Cash Limit Variance	MEMO: CASH LIMIT VARIANCE QTR3
	£000	£000	£000	£000	£000	£000	£000
Employees	63,400	61,009	(2,391)	(124)	124	(2,391)	(1,593)
Premises	4,616	5,040	424	(438)	-	(14)	(21)
Transport	14,736	14,812	76	-	-	76	(14)
Supplies and Services	11,887	10,719	(1,168)	605	476	(87)	781
Third Party Payments	20,285	24,321	4,036	-	-	4,036	4,055
Transfer Payments	1,532	1,302	(230)	-	-	(230)	(46)
Central Support and Capital	41,137	69,666	28,529	(27,240)	294	1,583	1,616
Income	(62,661)	(70,252)	(7,591)	9,077	(602)	884	(1,234)
TOTAL	94,932	116,617	21,685	(18,120)	292	3,857	3,544

Analysis by Head of Service Area

	Revised Annual Budget	2016/17 Outturn	2016/17 Variance	Items Outside Cash Limit	Cont. To / (From) Reserves	Cash Limit Variance	MEMO: CASH LIMIT VARIANCE QTR3
	£000	£000	£000	£000	£000	£000	£000
Head of Service	227	160	(67)	(31)	-	(98)	(84)
Aycliffe Conference Centre & Site Wide Costs	232	472	240	(269)	-	(29)	(23)
Child Protection & Disability Services	7,579	9,503	1,924	(10)	(145)	1,769	1,409
Childrens Services Reform	219	149	(70)	2	-	(68)	(64)
External Agency Placements Central Recharges & SLAs	6,008	5,965	(43)	(129)	-	(172)	(152)
First Contact & Intervention	8,471	8,893	422	21	-	443	453
Looked After & Permanence	24,095	27,852	3,757	(282)	(233)	3,242	3,194
One Point Service	1,781	1,208	(573)	127	(17)	(463)	(504)
Secure Services	(536)	(406)	130	(259)	130	1	-
Think Family Service	76	232	156	-	(156)	-	-
Youth Offending Service	2,037	2,059	22	(20)	-	2	40
Build Schools For the Future	-	3	3	(1)	-	2	-

	Revised Annual Budget	2016/17 Outturn	2016/17 Variance	Items Outside Cash Limit	Cont. To / (From) Reserves	Cash Limit Variance	MEMO: CASH LIMIT VARIANCE QTR3
	£000	£000	£000	£000	£000	£000	£000
Progression and Learning	1,383	1,120	(263)	(29)	273	(19)	-
School Places and Admissions	34,296	52,737	18,441	(18,413)	(105)	(77)	(175)
SEN and Disability and Inclusion	2,597	2,266	(331)	(38)	62	(307)	(253)
Support and Development	3,566	3,382	(184)	33	(233)	(384)	(296)
Other Services	2,901	1,022	(1,879)	1,178	716	15	-
TOTAL	94,932	116,617	21,685	(18,120)	292	3,857	3,544

9. The table below provides a brief commentary of the actual cash limit variances in 2016/17 against the revised budget, analysed by Head of Service. The table identifies variances in the core budget only and excludes items outside of the cash limit (e.g. central repairs and maintenance) and technical accounting adjustments (e.g. capital charges):

Service Area	Description	Cash limit Variance £000
Central Charges (CYPS)		
Other Services (CYPS)	Mainly relates to employee related costs.	19
Sub-Total – Central Charges (CYPS)		19
Childrens Services		
Aycliffe Conference Centre & Site Wide Costs	Early MTFP savings (17/18) from the relocation of teams off the Aycliffe site.	(28)
Child Protection & Disability Services	The 3 Child Protection Teams were over budget by £912K on agency staff employed to cover vacancies and increased workloads, this was offset by savings of (£393K) from vacancies in the service. Placement costs associated with children not looked after i.e. in Child Arrangement or Special Guardianship arrangements were over budget by £772K. In addition there was a shortfall on income due from the CCGs for joint funded school and short break placements of £445K although this was partly offset by surplus income (£243K) from the CCGs for joint funded residential and fostering placements in the Children Looked After Service below.	1,769
Childrens Services Reform	Under budget by (£68K) as a result of vacancies and new arrangements for Business Support Services.	(68)
External Agency	Under budget by (£172K) including savings on transportation costs	(172)

Service Area	Description	Cash limit Variance £000
Placements Central Recharges & SLAs	(£97K) for children and young people, the balance of the forecast underspend relates to savings on minor improvements and supplies and services.	
First Contact & Intervention	Expenditure on agency staff in the First Contact and Intervention Service covering vacancies and maternity leave etc was £1.5m over budget offset by savings on vacant posts (£1.1m).	443
Head of Service	The outturn includes a one off (£82K) contribution from Health to build additional capacity.	(98)
Looked After & Permanence	The budget for foster care and external residential placements was overspent by £3.42m in 2016-17. The number of LAC increased by 137 (20%) from 673 at the end of 2015-16 to 810 at the end of 2016-17, during the same period the number of placements in more expensive external residential and fostering placements increased from 112 to 140 (25%) . Work is actively being undertaken by Childrens Services to try to address the placement mix of young people looked after focusing on higher quality lower cost in house fostering placements whenever possible. In addition the Service were over budget by £325K on accommodation costs relating to young people leaving care. The overspend on LAC and care leavers was partly offset by surplus income (£370K) including grant income for Unaccompanied Asylum Seeking Children, income from the Adoption Support Fund and CCGs for joint funded residential and fostering placements.	3,242
One Point Service	Employees were under budget by (£616K) as a result of savings from vacancies, the saving on employees was offset by less income £214K from the European Social Fund as a result of employees not being in post for the full financial year.	(464)
Secure Services	The Secure Centre has a revised pricing structure for welfare beds of £855 per night and is required to operate at 90% capacity (12.6 beds). For the financial year 2016-17 the Centre has averaged the sale of 13.13 welfare beds generating income above that budgeted of £167K. The surplus income was offset by additional costs on redundancies, premises (repairs and maintenance) and supplies and services (furniture and equipment etc.) and at the year end the Centre used £74K from the earmarked reserve leaving a balance of £130K in the reserve.	-
Think Family Service	Stronger Families plans are funded from earmarked reserves and grant income from the DCLG. The closing balance of the earmarked reserve at the year end is £1.026m.	-
Youth Offending Service	Expenditure on remand bed nights was £219K over the grant received £6k, the additional spend was offset by savings on vacant posts, office accommodation, car allowances and supplies and services .	2
Sub-Total – Childrens Services		4,626
Education		
Build Schools For The Future-Summ		2
Progression and Learning	Small under spend on employee budgets.	(19)
School Places and	Expenditure on Home to School Transport was below budget by £35k, the ongoing pension liabilities budget was under spent by £77k, and the	(76)

Service Area	Description	Cash limit Variance £000
Admissions	School Places and Admission Team had employee cost £80k lower than budget due to the early achievement of MTFP savings for 2017/18. These under spends are partially offset by costs of £113k due to be recharged to Durham academy schools but which show in 2016/17 due to a change in accounting policy this year in relation to provisions.	
SEN and Disability and Inclusion	The early achievement of MTFP savings relating to 2017/18, as well as a number of vacant posts has contributed to an under spend against employees budgets of £307k.	(307)
Support and Development	In the main Early Years Team a restructure to deliver 2017/18 MTFP savings has been implemented and has delivered an under spend of £163k. In the Education Development Service there are some vacant posts as well as a number of employees that left the service at the end of August in advance of MTFP savings for 2017/18 and this has generated an under spend of £220k.	(383)
Sub-Total - Education		(783)
Overall Total – Children & Young Peoples Services		3,857

10. In summary, the service overspent by £3.86 million in 2016/17. The outturn position incorporates the MTFP savings built into the 2016/17 budgets, which for CYPS in total amounted to £4.729 million.
11. Taking the outturn position into account, the cash limit reserve to be carried forward for Children and Young People's Services is £3.309 million at 31 March 2017, which reflects the disaggregation of the cash limit formerly held for Children and Adult Services based on the controllable budget. The cash limit reserve carried forward represents 5.8% of the CYPS controllable budget in 2017/18.

Dedicated Schools Grant

12. The Dedicated Schools Grant (DSG) allocation for 2016/17 was £358.800 million, however due to schools converting to academies and reduction in high needs DSG allocations for payments made direct by the Education Funding Agency the budget was reduced by £80.516 million in year to £278.284 million. A reduction of £0.299 million was received in relation to an Early Years adjustment for the previous financial year resulting in a final receipt of DSG for 2016/17 of £277.985 million. This includes both the delegated schools budget and the centrally retained DSG budget.
13. The total revised delegated budget for maintained schools (including early years' providers and excluding centrally retained DSG) was £260.138 million.

14. Where schools spent more or less than their delegated budgets, the difference either reduces or increases their accumulated balance. Schools-related balances were £19.754 million at 31 March 2017, a reduction of £4.329 million in year. The changes in balances were as follows:

	31 March 2016 £	Movement £	31 March 2017 £
Schools balances	(23,879,764)	4,365,866	(19,513,898)
Communities of Learning	(393,825)	9,543	(384,282)
Loans to schools	190,878	(128,058)	62,820
Total	(24,082,711)	4,247,351	(19,835,360)

15. At 31 March 2017 there were 16 schools with a deficit balance, with a total accumulated deficit of £4.161 million. This compares with the position at 31 March 2016, when there were 10 schools in deficit, with an aggregate deficit of £2.736 million.
16. Three of the schools in deficit at 31 March 2017 are secondary schools, with combined deficits of £3.717 million. The combined accumulated deficit for these three schools was £2.586 million at 31 March 2016. There are concerns about the long-term financial viability of these schools and officers from Children and Young Peoples Services and Resources are in discussion with these schools about ways to improve their financial position for the longer term. The other 13 schools with deficits at 31 March 2017 totalled £0.444 million and officers will work with these schools to ensure that they recover these deficits in 2017/18.
17. The overall outturn position for the centrally retained element of the DSG shows an over spend of £1.026 million in year. The pressure area for the centrally controlled element of the DSG in 2016/17 was High Needs top-up funding and Early Years (£2.129 million). This was offset by under spends in the Education Service teams dealing SEND children and school improvement of £1.103 million.
18. The earmarked reserve relating to centrally retained DSG carried forward at 31 March 2017 is £11.160 million, compared to £12.185 million at 31 March 2016. In terms of the balance carried forward, £1.565 million is earmarked for Schools relating to the Growth Fund, School Improvement and unallocated formula funding; £0.284 million has been used to set schools budgets in 2017/18; £3.245 million is earmarked across Early Years provision, Schools Redundancy, Capital schemes and post 16 High Needs and the balance of £6.065 million will support continuing High Needs pressures in 2017/18 and beyond.

Capital Programme

19. The CYPS capital programme was revised in the year to take into account budget reprofiled from 2015/16 following the final accounts process. This increased the 2016/17 original budget.

20. Further reports to MOWG in May, July, September and October included revisions to the CYPS capital programme. The revised capital budget for 2016/17 was £24.901 million. Summary financial performance for 2016/17 is shown below:

CYPS	Actual Spend 2016/17	2016-17 Budget	(Under) / Over Spend 2016-17
	£000	£000	£000
Support For Childs Homes	0	0	0
Increased Provision for Two Year Olds	48	129	(81)
30 Hours Free Childcare	111	0	111
Free School Meals Support	11	55	(44)
Secure Services	257	210	47
School Devolved Capital	2,303	4,564	(2,261)
DFE School Capital Inc Basic Need	17,541	18,647	(1,106)
DSG Structural Maintenance	-5	2	(7)
PSBP - Additional Works Not Covered by EFA	2	82	(80)
School Modernisation	41	107	(66)
BSF	1,143	1,053	90
PFI	47	52	(5)
TOTAL	21,499	24,901	(3,402)

21. The main reason for the under spend is in relation to: -

- **Devolved Formula Capital** – Underspend £2.260 million. Work has been delayed awaiting individual schools finalising capital investment plans.
- **School Related** – Underspend £1.174 million. Mainly due to the delay between when budgets are allocated to schemes as they are commissioned and when the schemes are completed in major school holidays to minimise disruption.

22. The capital outturn position was reported to the Capital Member Officer Working Group on 23 May and approval to reprofile budgets across financial years to accommodate the overall underspend was approved.

Recommendations:

23. Children and Young People's Overview and Scrutiny Committee are requested to note the detail within the report, a summary of which is included in the CMT 2016/17 Outturn Report.

Appendix 1: Implications

Finance

Financial implications are detailed throughout the report which provides an analysis of the revenue and capital outturn position.

Staffing

There are no implications associated with this report. Any over or under spending against the employee budgets are disclosed within the report.

Risk

The management of risk is intrinsic to good budgetary control. This report forms an important part of the governance arrangements within CYPs. Through routine / regular monitoring of budgets and continual re-forecasting to year end the service grouping can ensure that it manages its finances within the cash envelope allocated to it.

Equality and Diversity / Public Sector Equality Duty

There are no implications associated with this report.

Accommodation

There are no implications associated with this report.

Crime and Disorder

There are no implications associated with this report.

Human Rights

There are no implications associated with this report.

Consultation

There are no implications associated with this report.

Procurement

There are no implications associated with this report.

Disability Issues

There are no implications associated with this report.

Legal Implications

There are no implications associated with this report.

Children and Young People's Overview and Scrutiny Committee

28th September 2017



CYPS – Quarter 1: Forecast of Revenue and Capital Outturn 2017/18

Report of Paul Darby, Head of Finance (Financial Services)

Purpose of the Report

1. To provide details of the forecast outturn budget position for the CYPS service grouping, highlighting major variances in comparison with the budget for the year, based on the position to the end of June 2017.

Background

2. The County Council approved the Revenue and Capital budgets for 2017/18 at its meeting on 22 February 2017. These budgets have subsequently been revised to take account of transfers to and from reserves, grant additions/reductions, budget transfers between service groupings and budget reprofiling between years. This report covers the financial position for:
 - *CYPS Revenue Budget - £105.217m (original £97.897m)*
 - *CYPS Capital Programme – £28.819m (original £28.819m)*
3. The original CYPS revenue budget has been revised to incorporate a number of budget adjustments as summarised in the table below:

Reason For Adjustment	£'000
Original Budget	97,897
Reason For Adjustment	
Transfer From Contingencies	195
Use of (+)/contribution to CYPS reserves (-)	80
Use of (+)/contribution to Corporate reserves (ERVR) (-)	692
Transfer from Other Services	6,362
Transfer to Other Services	(9)
Revised Budget	105,217

4. The use of / contribution to CYPS reserves consists of:

Reserve	£'000
CYPS-EDU-EBP Reserve	24
CYPS-EDU-Re-Profiling Activity Reserve	8
CYPS-CHS-Secure Services Capital Reserve	130
CYPS-CHS-Tackling Troubled Families Reserve	(82)
Total	80

5. The summary financial statements contained in the report cover the financial year 2017/18 and show: -

- The approved annual budget together with actual income and expenditure as recorded in the Council's financial management system;
- The variance between the annual budget and the forecast outturn;
- For the CYPS revenue budget, adjustments for items outside of the cash limit to take into account such items as redundancies met from the strategic reserve, capital charges not controlled by services and use of / or contributions to earmarked reserves.

Revenue Outturn

6. The CYPS service is reporting a cash limit overspend of £3.936m against a revised budget of £105.217m which represents a 3.74% overspend

7. The tables below show the revised annual budget, actual expenditure to 30 June 2017 and the updated forecast of outturn to the year end, including the variance forecast at year end. The first table is analysed by Subjective Analysis (i.e. type of expense) and shows the combined position for CYPS, and the second is by Head of Service.

8. Subjective Analysis (Type of Expenditure)

	Revised Annual Budget	YTD Actual	Forecast Outturn	Variance	Items Outside Cash Limit	Cash Limit Variance
	£000	£000	£000	£000	£000	£000
Employees	72,233	17,127	70,787	(1,446)	-	(1,446)
Premises	4,291	1,024	4,276	(15)	-	(15)
Transport	14,884	1,875	15,329	445	-	445
Supplies & Services	10,700	2,656	10,927	227	-	227
Third Party Payments	22,151	5,879	25,893	3,742	-	3,742
Transfer Payments	1,465	373	1,564	99	-	99
Central Support & Capital	44,317	981	44,325	8	-	8
Income	(64,822)	(17,867)	(63,946)	876	-	876
Total	105,219	12,048	109,155	3,936	-	3,936

Analysis by Head of Service Area

	Revised Annual Budget	YTD Actual	Forecast Outturn	Variance	Items Outside Cash Limit	Cash Limit Variance
	£000	£000	£000	£000	£000	£000
Early Help Assessment and Safeguarding	908	150	455	(453)		(453)
Aycliffe Site and Price Training	593	(6)	598	5		5
Child Protection & Disability Services	8,542	2,432	10,342	1,800		1,800
Childrens Services Reform	1,465	334	1,433	(32)		(32)
Recharges and Non Target	6,930	9	6,929	(1)		(1)
First Contact & Intervention	8,624	2,725	8,756	132		132
Looked After Provision Permanence and Care Leavers	27,420	7,095	29,680	2,260		2,260
One Point Service	1,417	3,362	1,555	138	-	138
Secure Services	(1,060)	187	(897)	163		163
Think Family Service	(228)	(1,157)	(228)	-		-
Youth Offending Service	2,096	357	2,165	69		69
Build Schools For the Future	(957)	(1,410)	(957)	-		-
Progression and Learning	1,215	(1,717)	1,192	(23)		(23)
School Places and Admissions	33,781	1,872	34,196	415		415
SEN and Disability and Inclusion	2,687	171	2,558	(129)	-	(129)
Support and Development	3,059	(1,669)	2,711	(348)	-	(348)
Early Intervention & Partnership Services	-	-	-	-	-	-
Other Services	3,381	(2,009)	3,381	-	-	-
Childrens Services Operational Support	5,150	1,305	5,122	(28)	-	(28)
Efficiency and Improvement	64	17	65	1	-	1
Head of Service - LAC Permanence and Care Leavers	132	-	99	(33)	-	(33)
Total	105,218	12,048	109,155	3,937	-	3,936

9. The table below provides a brief commentary of the forecast cash limit variances against the revised budget, analysed by Head of Service. The table identifies variances in the core budget only and excludes items outside of the cash limit (e.g. central repairs and maintenance) and technical accounting adjustments (e.g. capital charges):

Service Area	Description	Cash limit Variance £000
Head of Service - LAC Permanence and Care Leavers	Savings from the new Head of Service post which was vacant in Q1	(33)
Looked After Provision Permanence and Care Leavers	The budget for fostering and external residential care is forecast to be £2.286m overspent ,work is actively being taken to try to address the placement mix of young people looked after focusing on higher quality low cost in house fostering placements.	2,260
Efficiency and Improvement		1
Secure Services	Secure Services are forecasting to be overspent at Q1 by £163K.The Secure Services forecast includes recruitment of staff for the new fifth unit in preparation for the opening of the home in November. Staff (and associated expenditure) will be in place before the phased opening of the unit in Early Winter 2017 starts to generate income. The Centre is also forecasting to overspend at Q1 on agency staff by £100K predominately in Secure Education to cover suspensions and sickness absence.	163
Aycliffe Site and Price Training	The small forecast overspend relates to residual premises costs following the vacation of office accommodation on the Aycliffe site.	5
		2,396
Service Area	Description	Cash limit Variance £000
Head of Education		
Build Schools For The Future-Summ		-
Progression and Learning	Under spend relating to staffing vacancies.	(24)
School Places and Admissions	An over spend of £465k relating to Home to School Transport for SEN pupils, partially offset by reduced costs on historical pension liabilities.	416
SEN and Disability and Inclusion	Under spend relating to staffing vacancies.	(129)
Support and Development	Under spend relating to staffing vacancies.	(348)
		(85)
Service Area	Description	Cash limit Variance £000
Childrens Services Operational Support		
Childrens Services Operational Support	Under spend relating to staffing vacancies.	(28)
		(28)

Service Area	Description	Cash limit Variance £000
Childrens Services		
Head of Early Help Assessment and Safeguarding		
Childrens Services Reform	The forecast saving relates to an under spend on employees due to vacant posts.	(32)
One Point Service	The forecast overspend includes £90K on supplies and services mainly relating to 'activities'. There is also a forecast shortfall in income of £33k from ESF and DSG as a result of vacant posts.	138
Think Family Service	Stronger Families plans are funded from grant income and earmarked reserves and the Service is currently forecast to be on budget	-
Recharges and Non Target		(1)
Child Protection & Disability Services	Employees are forecast to be over budget by a total of £167K in the Child Protection and Disability Service Teams as a result of expenditure on agency staff employed to cover vacancies etc. Expenditure on placements costs of Looked After Children with a disability in external residential schools is forecast to be £971K over budget. Placement costs associated with children not looked i.e. in Child Arrangement or Special Guardianship arrangements is forecast to be over budget by £322K. Expenditure on other non LAC costs for children including domiciliary care and direct payments are also forecast to be over budget by £340K	1,800
HOS - Early Help Assessment and Safeguarding & IIC	The budget for agency staff (£450K) is held by the Head of Service at Q1 although the costs of agency staff are charged directly to individual social work teams.	(453)
First Contact & Intervention	Employees are forecast to be over budget by a total of £273K in the Families First Teams as a result of expenditure on agency staff employed to cover vacancies etc. . The forecast overspend is being offset by a forecast saving on volunteer drivers (£92K) and surplus income from capital of (£49K) for a manager employed on the development of the new IT system for Childrens Services.	132
Youth Offending Service	Expenditure on remand bed nights is forecast to be over budget by £122K partially offset by savings on vacant posts (£59K)	69
		1,653
		3.936

10. In summary, the service is forecast to overspend its cash limit budget by £3.936m. The outturn position incorporates the MTFP savings built into the 2017/18 budgets, which for CYPS in total amount to £4.729m (appendix 5).

Schools

11. Original budgets for maintained schools are summarised below:

	Surplus / Deficit at 31 March 2017 £000	Budget share £000	Pupil Premium £000	Other Income £000	Total Resources Available £000	Total Budgeted Gross Expenditure £000	Surplus / Deficit at 31 March 2018 £000
Nursery	(411)	(1,056)	(7)	(3,736)	(5,210)	4,958	(252)
Alternative provision - Woodlands PRU	-	(3,695)	(62)	(17)	(3,774)	3,774	-
Primary	(16,216)	(149,617)	(14,783)	(25,463)	(206,079)	196,018	(10,061)
Secondary	(305)	(57,513)	(3,852)	(11,666)	(73,336)	76,079	2,743
Special	(2,500)	(21,823)	(707)	(2,503)	(27,533)	25,332	(2,201)
Total	(19,432)	(233,704)	(19,411)	(43,385)	(315,932)	306,161	(9,771)

(A (negative) balance in the surplus / deficit columns represents a surplus.)

12. The budget share consists of formula funding for mainstream nursery, primary and secondary schools, plus pupil-led funding for special schools and funding for places in Enhanced Mainstream Provision in mainstream primary and secondary schools.
13. Pupil Premium is an original estimate; actuals are determined by the DfE and will not be confirmed until later in the year.
14. Other income includes:

	Other income £000
Grant income	(33,647)
Contributions	(157)
Sales	(6,086)
Lettings	(1,084)
Income from local authority	(1,305)
Other	(1,106)
Total Other Income	(43,385)

15. Grant income includes funding for Universal Infant Free School Meals and PE & Sport. Sales income is mainly from school meals and out-of-hours care (e.g. breakfast clubs). Income from the local authority is mainly funding for early years and special educational needs.
16. All schools have delegated budgets and carry forward under or over spends to the following financial year as either a surplus or deficit. At 31 March 2017, 16 schools had a deficit balance, where their spending had exceeded their accumulated balances, totalling £4.161 million:

	Schools with deficits at 31 March 2017	
	No.	£000
Nursery	1	24
Alternative provision	-	-
Primary	11	233
Secondary	4	3,904
Special	-	-
	16	4,161

17. In most cases, the schools concerned will be able to clear their deficit in 2017-18 and carry forward a surplus at 31 March 2018.
18. As noted above, schools' original budget plans were to carry forward net surplus balances totalling £9.771 million at 31 March 2018. Based on the latest forecasts, schools are will carry forward net surplus balances of £10.558 million. A breakdown of these forecasts is shown below. The significance of balances above or below 2.5% of funding is that the Council views a balance of at least 2.5% as being appropriate in terms of the ability of schools to cope with unforeseen expenditure during the year.

	Nursery	PRU	Primary	Secondary	Special	Total
Schools forecasting a surplus balance above 2.5% of annual funding						
Number	9	-	136	6	8	159
Forecast Balances (£000)	(376)	-	(9,966)	(1,633)	(2,382)	(14,357)
Schools forecasting a surplus balance of less than 2.5% of annual funding						
Number	1	1	63	5	1	71
Forecast Balances (£000)	(2)	-	(531)	(822)	-	(1,355)
Schools forecasting a deficit balance						
Number	1	-	2	4	-	7
Forecast Balances (£000)	11	-	84	5,059	-	5,154
Total Number	1	1	201	15	9	237
Total Forecast Balances (£000)	(367)	-	(10,413)	2,604	(2,382)	(10,558)

(A (negative) balance represents a surplus.)

19. Of the schools where the forecast is a deficit balance at 31 March 2018, six have been permission to set deficit budgets from the Corporate Director Resources:
- One is due to convert to an academy in September;
 - One will be undertaking a re-structuring in the autumn to allow it to balance its budget;
 - One is expected to join a Multi-Academy Trust;
 - The Council is taking steps to address longer-term issues with the remaining three schools.
20. One further school has a revised forecast that indicates if left unchecked would lead the school to experiencing a deficit budget position. Work is underway to ensure it will be able to bring the outturn position back into a balanced position.
21. The School Funding Team continues to work with schools to support and provide advice about budget issues, and will be reviewing budgets in the autumn in preparation for budget-setting in spring 2018. Where there are concerns about a school's financial viability this is shared with the Education Service so that we can take a joined-up approach to resolving these issues.

Capital Programme

22. The CYPS capital programme has been revised earlier in the year to take into account budget reprofiled from 2016/17 following the final accounts for that year.
23. The revised Budget is presented below together with actual expenditure to date. The Budget may be subsequently amended with approval from MOWG.
24. Summary financial performance to the end of June is shown below.

CYPS	Actual	Current 2017-18 Budget	2018-19 Budget	Total Capital Prog.
	30/06/2017			
	£000	£000	£000	£000
Support For Childrens Homes	-	203	-	203
Increased Provision for Two Year Olds	-	81	-	81
30 Hours Free Childcare	525	2,332	-	2,332
Free School Meals Support	-	64	-	64
Planning & Service Strategy	-	1,000	2,471	3,471
Secure Services	2	-	-	-
School Devolved Capital	347	4,214	1,378	5,592
DFE School Capital Inc Basic Need	1,950	16,586	10,713	27,299
DSG Structural Maintenance	149	239	240	479
PSBP - Additional Works Not Covered by EFA	-	147	-	147
School Modernisation	1	-	-	-
BSF	168	3,928	-	3,928
PFI	20	25	-	25
	3,162	28,819	14,802	43,621

Recommendations:

25. Children and Young People's Overview and Scrutiny Committee are requested to note the detail within the report, a summary of which is included in the CMT / Cabinet Quarter 1 report.

Contact: Andrew Baldwin – Finance Manager Tel: 03000 263 490

Appendix 1: Implications

Finance

Financial implications are detailed throughout the report which provides an analysis of the revenue and capital projected outturn position.

Staffing

There are no implications associated with this report. Any over or under spending against the employee budgets are disclosed within the report.

Risk

The management of risk is intrinsic to good budgetary control. This report forms an important part of the governance arrangements within CYPs. Through routine / regular monitoring of budgets and continual re-forecasting to year end the service grouping can ensure that it manages its finances within the cash envelope allocated to it.

Equality and Diversity / Public Sector Equality Duty

There are no implications associated with this report.

Accommodation

There are no implications associated with this report.

Crime and Disorder

There are no implications associated with this report.

Human Rights

There are no implications associated with this report.

Consultation

There are no implications associated with this report.

Procurement

There are no implications associated with this report.

Disability Issues

There are no implications associated with this report.

Legal Implications

There are no implications associated with this report.

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**Children & Young People’s
Overview and Scrutiny Committee**

28 September 2017

**Summary of Minutes from Children
and Families Partnership**

16 June 2017



Child Poverty Update

Poverty can affect every area of a child’s development - social, educational, health and personal. Living in a poor household can reduce children’s expectations of their lives and lead to a cycle where poverty is repeated from generation to generation. As adults, they are more likely to suffer ill health, be unemployed or homeless, and become involved in offending, drug and alcohol abuse, and abusive relationships.

A Child Poverty Working Group has been established as a sub group of the Children and Families Partnership, to develop and implement a coherent and coordinated strategic approach to address the cause and impact of poverty on children, young people and families across County Durham.

The Child Poverty Working Group has membership from across Durham County Council Services and partner organisations

The working group have agreed the Joseph Rowntree Foundation definition of poverty, *‘When a person’s resources are well below their minimum needs, including the need to take part in society’*. This definition describes not only monetary and resource poverty but also poverty of opportunity.

The group, supported by Deborah Harrison, North East Child Poverty Commission has formulated an approach to Child Poverty in County Durham in which the following three key strands have emerged:

- a. **Language and values associated with child poverty:** this will focus on our attitudes and beliefs towards poverty and will involve the development of a shared language and a media strategy;
- b. **Poverty Management in communities linked to early help:** this will focus on understanding County Durham’s child poverty cohort, developing and implementing targeted, accessible support to families. This strand will also focus on the learning and development needs of frontline staff across the partnership to ensure they are confident to provide access to support to address poverty;

- c. **Economic- inclusive growth approach:** this will focus on the CFP influence on the economic partnership and secondary school sector to ensure major economic developments in County Durham are seen as key opportunities to provide local young people and adults with routes into jobs and apprenticeships, to reduce poverty.

The Child Poverty Working Group will develop an action plan using the identified three strands. The next three meetings will focus on each key strand and will develop key actions and performance measures.

Terms of Reference have been agreed for the Child Poverty Working Group.

Healthy Child Programme Board

The Healthy Child Programme Board (HCPB) is a sub group of the Health and Wellbeing Board. The work of the HCPB will not duplicate that of the Children and Families Partnership, but will bring added value.

The HCPB has been established to bring a small multi-disciplinary strategic group around one table to discuss close collaborative working to improve the health and social care offer to children and young people aged 0 - 19 years (24 year for Special Educational Needs and Disability (SEND)).

In County Durham there are some stark inequalities where the gap must be reduced both to the England average and also within County Durham inequalities. Reducing health inequalities and delivering towards improved health and social outcomes for children and young people will be the primary goals of the HCPB.

Whilst the public health, educational and social outcomes are yet to be finalised by the HCPB, key areas of focus will be on antenatal outcomes such as smoking at time of delivery, under 18 conception rates, breastfeeding and earlier identification of neglect.

Moving into early years and school age there will be a drive to consider how improved collaborative working would increase the earlier identification, therapeutic offer and management of children with SEND.

Working across the health and social care system it is anticipated that improved collaborative working would greatly increase the public's mental health by developing a seamless offer at the point of contact.

Children's Commissioner's Takeover Challenge

Following the success of the 2016 Takeover Challenge, The Children and Families Partnership will be championing this initiative for 2017.

Partner organisations are being asked to consider ways in which they can involve children and young people in decision making throughout the year, as well as part of the 2017 Takeover which will officially launch on 24th November, and let Jayne.watson@durham.gov.uk know of their plans. Support is available if partners are unsure of how they can take part.

Further information is available at [children's commissioner takeover-challenge](#)

County Durham Youth Offending Service (CDYOS) Health Needs Assessment (HNA)

Children and young people who are in contact with the youth justice system are generally a socially excluded population, with significant complex health needs. Research has demonstrated that the health outcomes for young people who offend are poor, associated with poorer physical, emotional and socio-economic wellbeing.

To ensure CDYOS are able to provide a clear commitment to improve outcomes for young people the CDYOS Management Board commissioned the HNA in early 2016 to identify the needs of young people supervised by CDYOS to inform future commissioning intentions. Work was jointly led by CDYOS and Public Health.

A new co-commissioned model of health provision in CDYOS for 2017/19 has been developed based on findings and recommendations in the HNA, and was approved by CDYOS Management Board in February 2017.

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