CYPT Performance Improvement Report

CYPT Board 2nd November 2009







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Introduction

Summary of Performance

Indicator/Theme	Comments
Referrals of children per 10,000 population aged under 18	High numbers, above statistical neighbours and England average
Common Assessment Framework	Some signs of improvement
Parenting Programme	Good performance, although % parents showing improvement slightly off target at present
Number of children with a child protection plan	Signs of levelling off after increasing for the last two years (no visible Baby P effect)
Number of Looked After children	Continuing to increase, up 24% on last year to 460 in Sept 09 (visible Baby P effect)
Breastfeeding	Temporary issues with data coverage have been resolved and now back up to 95%
Obesity	Met targets in both reception and Year 6 in 2009
Persistent Absence in secondary school	Target met and taken off "intensive" support by the DCSF. 3 schools still above the 6.1% threshold
Young People not in education, training or employment (NEET)	Rising numbers of NEET – 25% increase in numbers since this time last year
Teenage conceptions	Under 16 conception rates continuing to rise. Improvement in the under 18 rate but remains high compared to south east average
Risk Management	The Senior Management Team maintains an overview of high level risks via the CYPT assurance map and risk register
Value for Money	Action Plan developed
Workforce	Core skills and knowledge programme well received. Issues around recruitment and retention of social work staff
Equalities	Monitored by CYPT Equalities Group
Health and Safety	Fewer working days lost and fewer RIDDOR incidents for most recent data

Outline review of performance management and reporting

It is essential that the CYPT Board are able to monitor the implementation and effectiveness of the Children and Young People's Plan (CYPP). The Board also needs oversight of the CYPT contribution to the Local Area Agreement delivery plan, the delivery of key strategic plans, performance against all National Indicators and to be updated on the content of the new Ofsted quarterly performance profile.

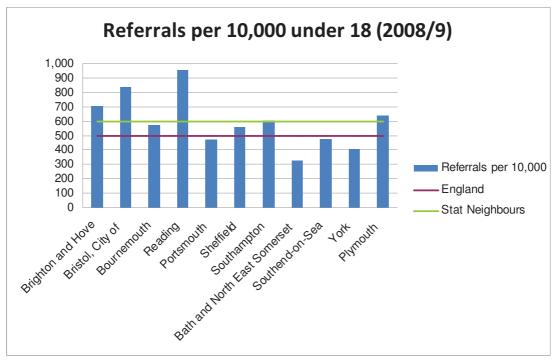
To enable this, and to further strengthen our performance management arrangements we are undertaking a review, engaging key stakeholders and looking at best practice locally and nationally to develop an effective model. In this process we want to preserve the analytical detail achievable in the PIR format and ensure the document is readable and succinct.

We aim to develop a proposal which will be presented to the CYPT Board on February 1st and look forward to consulting with members in the development phase.

Where possible, we have included updates on the relevant actions from plans and strategies. This will be more thoroughly addressed in the review.

Early Intervention and Prevention

Referrals per 10,000 population aged under 18



Data source: DCSF Summary Tables CPR3 2008/9

Summary:

National data was released in October 2009 and shows that Brighton and Hove has a comparatively high rate of referrals (706 per 10,000) when compared with statistical neighbours (596) and England (497). The chart above shows each statistical neighbour authority and illustrates that Brighton has the third highest rate of referrals after Reading and Bristol.

Referrals rose 7% from 2007/8 when the rate was 660 per 10,000. In 2006/7 the rate was 813 per 10,000 and further away from the statistical neighbour average at the time of 588.

Issues:

This benchmarking data is particularly significant because the CYPT anticipated a reduction in the local referral rate as a result of the delivery of integrated front line services. After a steady reduction from November 2006, following the formation of the CYPT, we have seen a substantial increase in the past 9 months linked to the increase in child protection activity.

Performance improvement activity:

The Performance team are investigating the source of referrals and any changes in the make-up of referees. The team is also analysing the relationship between referee and whether the case goes on to initial assessment, to establish if inappropriate referrals are being made.

Summary:

For Reporting Period 01/07/2009 to 30/09/2009	Number/Total	%
CAF's initiated that were completed on time	124/170	73%
CAFs initiated that were completed late	7/170	4%
CAFs initiated and not yet completed	39/170	23%
Up to Reporting Date (21/09/2009)		
Completed Assessments with an Action Plan	233/381	61%
Of those with an Action Plan, % with a review date	177/233	76%
Reviews outstanding	81/177	46%

The data shows that CAF activity has increased, particularly in the period Jul-Sept when 170 CAFs were initiated, which is 57 per month compared with the 10 per month reported in the previous performance improvement report. Completion on time has improved from 53% in April-June to 73% in Jul-Sept.

There is still much work to do to increase the use of CAF and also to improve the percentage of CAFs that have an action plan and are reviewed. Work to improve performance management information to teams is progressing well and it is expected that reports will be being sent out to managers by end October 2009.

Performance Improvement Activity:

Family Pathfinder developing initiatives across the CYPT. Housing and other local authority services as well as voluntary and community sector in developing CAF/TAC/TAF

New integrated processes being implemented as part of the area restructuring Support is being given to schools to develop the use of CAF

The use of CAF is being further promoted as a tool to aid the assessment of a child's needs at the early intervention end of the spectrum to achieve better assessments of children

CAF numbers and activity monitored monthly, integrated with other performance data, and also reported through safeguarding manager and LSCB to ensure link with Laming/early intervention and children protection.

Performance targets 2009/10	Apr-Jun 09	Status
20 practitioners trained	6	Above target
40 groups delivered	27	Above target
400 parents receive an intervention	160	Above target
83% of parents make an improvement in parenting following the intervention	76.5%	Below target

Summary:

Progress continues to be made in relation to the implementation of the Parent Support Strategy. As can be seen by the outputs above, the rolling programme of Triple P groups and interventions continues to work well.

The 'Men Behaving Dadly' event that was held jointly with the Parents Forum on the 20th June to coincide with Fathers Day was a great success. Over 220 parents and 215 children attended the event. A further event is being planned for parents of teenagers in the forthcoming year.

In relation to the Respect agenda, the Parenting Order Panel continues to meet monthly to consider requests for parenting orders for those parents where voluntary engagement and use of parenting contracts has failed to bring about a change in parenting or outcomes for the child or young person. This applies to a very small number of parents in the city.

At the beginning of July the Families at Risk Division visited the city and heard about the range of work taking place in the city with families at risk. This included visits to two groups of parents who had received parenting interventions, one at a mainstream secondary school and one attached to ACE. Parents spoke very eloquently about the positive impact of Triple P and how both their lives and their children's lives had improved as a result. Feedback from the DCSF following this visit was very positive.

Issues:

Although improvement levels remain high, there has been a decrease in percentage improvement since the last PIR. This change may be due to a more challenging group of families accessing the service, in which case there would be an increase in the % of parents in the clinical range, therefore this will be investigated. There may however be other explanations and the data will be examined to see if there are any patterns or if there are specific issues in service delivery

Because of the scope of previous grant funding, there has been a gap in the city in relation to trained staff able to deliver Triple P to parents of under 5's.

Considerable work has taken place with the Under 5 teams and there is now a plan in place to address this in the next quarter.

Building on the success of the ACE group, there is work in progress to incorporate Level 5 Pathways Triple P strategies to use in a group work format. This is because group interventions are more cost effective and do bring added benefits to parents through peer support. This will be a new intervention and will be focussed on parents where there are complex issues including risk to children. It is proposed that this service will be piloted in January.

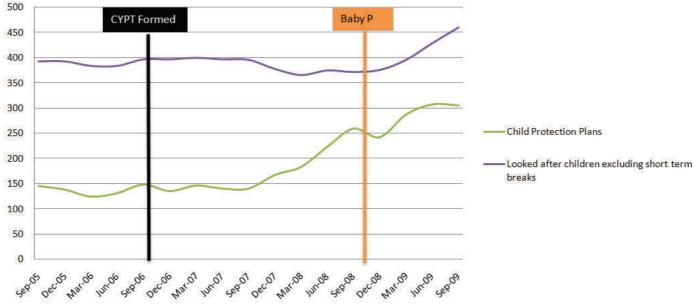
Performance improvement activity:

- Action will be taken to determine what has caused the decrease in % improvement following intervention by further investigation
- Planned evaluation of outcomes from parents who have received a parenting intervention as part of an order. Further training on Parenting Orders is also planned
- Delivery of Triple P for parents of Under 5's will be reported on next quarter
- Specialist parenting interventions to address gaps in provision have been commissioned. These include groups for LGBT parents, Traveller families and Parents of young people at risk of being made homeless
- Development of new Level 5 pathways group by March 2010

Performance Exceptions

Number of children with a child protection plan

Trends in social care 2005-2009



Summary:

The chart above illustrates the change over a four year period in child protection and looked after children numbers. As was reported in the last performance improvement report, child protection numbers have been climbing quite sharply over a two year period and there is no discernible "Baby P effect" as the case hits the headlines in November 2008. The graph shows that there are signs of a levelling off of numbers, although it is too early to be sure.

The number of children with a child protection plan was 306 in Sept 09, down from a peak of 328 in August (not illustrated in the quarterly data above) but representing an increase of 17% on Sept 08 when the number was 260. The most significant rise came in the previous year period when numbers went up from 141 (Sept 07), an 84% increase (almost doubling). Comparative data will be presented in the next PIR following the release of further national data.

Performance Improvement Activity:

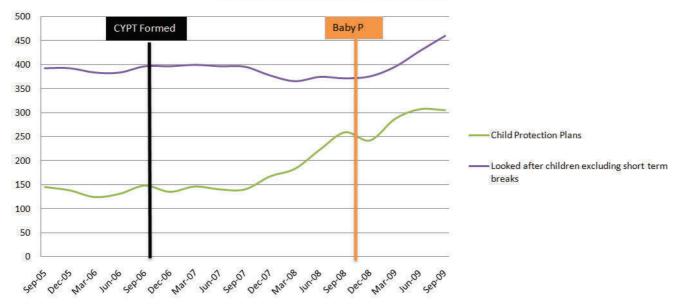
As well as the actions detailed in Safeguarding Update reports to the Board, operational managers and quality assurance and performance staff undertake:

- An ongoing peer audit programme
- Examination of Child Protection plans for emerging themes
- Monitoring of children of over 2 years old on Child Protection plans
- Scrutiny of Child Protection case conference minutes

Performance Exceptions

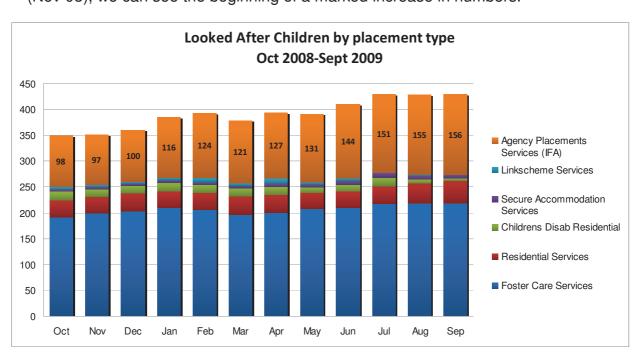
Number of Looked After Children





Summary:

The numbers of looked after children (excluding those accommodated under a series of short term breaks) reached a new high of 460 in Sept 09, an increase of 24% on Sept 08 when the number was 372. In the period 2007/8 there was targeted effort to reduce LAC numbers which had some success. However when we look at the point where the Baby P case hit the headlines (Nov 08), we can see the beginning of a marked increase in numbers.



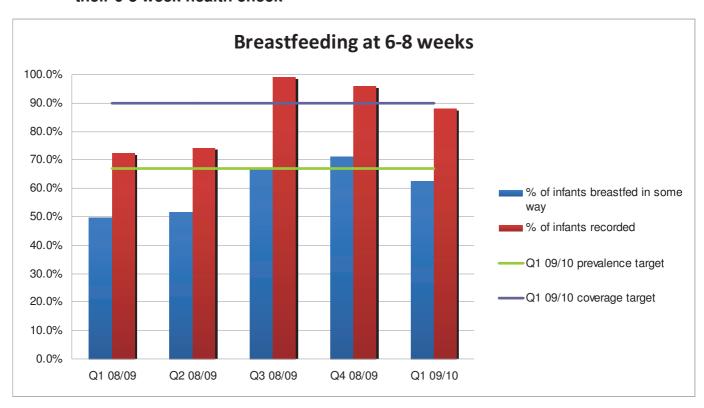
The graph above illustrates that most of the increased demand has been met through the use of agency placements with less significant rises in residential and in-house foster care.

Performance Improvement Activity

A range of activities linked to the CYPT's looked after children population are detailed in the service management report on value for money.

Breastfeeding at 6 weeks

NI 53 The percentage of infants who are recorded as being breastfed at their 6-8 week health check



Summary:

Breastfeeding is a key indicator in the new Children and Young People's Plan, the PCT's Vital Signs performance framework and within the Child health and well-being Public Service Agreement.

At present the national target is solely around coverage – the percentage of infants who have a feeding status recorded at the 6-8 week check. This target is 90% for 2009/10 and will increase to 95% in 2010/11. The current

prevalence target is locally set to 68.4% breastfed in some way by Q4 2009/10.

In the last PIR we reported excellent coverage (99%) and prevalence rates (67%) compared to other PCT areas, based on Q3 2008/9. Subsequent performance has been less good, with coverage falling but prevalence still in the top 10% in the country. Recent unpublished data, received when going to print, confirms that coverage is now up at 95% again.

This indicator is calculated in such a way that the prevalence rate is linked to coverage – coverage must be high to get the most accurate picture of prevalence.

Issues:

Future funding needs to be secured in relation to the retention of three 0.5 WTE peer support co-ordinators and the planned recruitment of two specialist Early Years Visitors to work in the more deprived areas.

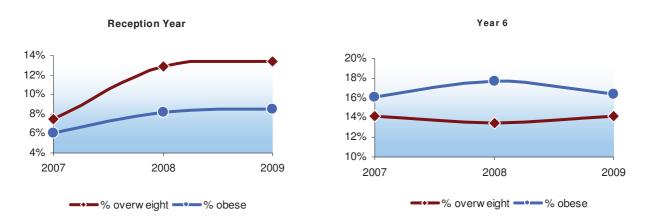
Performance improvement activity:

There have been a number of achievements in the last quarter

- A Community Team Service Manager Lead for breastfeeding has been appointed
- A job share partner for the existing breastfeeding co-ordinator has been recruited
- Additional training on breastfeeding for Children Centre staff across the city has commenced
- Several health visitor staff working in areas of highest need have commenced specialist 'Lactation Consultant' training
- Brighton and Hove breastfeeding strategy group have been working with the National Social Marketing Centre to explore how social marketing can improve breastfeeding rates
- A breastfeeding strategy for the city has recently been developed to ensure work is co-ordinated across the city. The PIR will report against the actions in the plan in future.

Childhood Obesity

NI 55 Obesity in Reception Year NI 56 Obesity in Year 6 (LAA indicator)



Summary:

Established in 2005, the National Child Measurement Programme (NCMP) weighs and measures children in Reception (4 -5 years) and Year 6 (aged 10 – 11 years) to assess overweight and obese levels. Provisional data shows that the participation rate in 2009 in the reception year was fractionally below the target of 93% (12 children too few were measured). In Year 6 the rate was 89.5% which was above the target of 88%

Results for reception year show that 8.5% measured as obese, below the 8.6% target but slightly higher than in 2008 (8.2%). In 2007 the percentage overweight was 7.5%, increasing to 12.9% in 2008 (statistically significant) and increasing again to 13.4% in 2009 (not statistically significant). In Year 6 the rate was 16.4%, well below the 17.6% target and less than the 17.7% in 2008. The rate of overweight children increased to 14.1% in 2009 from 13.4% in 2008 and 14.1% in 2007. It is important to note that when confidence intervals are applied, the improvement in year 6 is not statistically significant – a rate below 14.8% would be required.

Performance Improvement Activity:

Update from the 'Promoting the Healthy Weight and Healthy Lives' action plan

Action	Progress
Produce management guidelines for health visitors to identify and provide targeted support to families with children who are or at risk of becoming overweight.	Guidelines have been developed, to be ratified by the Under 5s Quality and Standards group.
Improve access to food growing, dietary advice, cookery training, play and physical activity opportunities to all children aged 2-11 targeting areas of health inequalities.	Initiative being implemented in 7 primary schools and 1 children centre in East Brighton. It is intended to extend the scheme to 3 more schools and another children centre.
Free swimming for all children 16 years and under in all Brighton & Hove swimming pools.	The initiative was launched in April 2009. The initiative is led and part funded locally by a partnership of NHS Brighton and Hove, Brighton and Hove City Council and DC Leisure. To date 9928 children and young people under 16 years old have registered and the pools were used 2768 times by those who registered.
Weight management for 5-7 and 13-18 year olds targeting areas of inequalities (for children not in Mini-Mend or Mend age range) delivered by the Food Partnership in partnership with Active4 Life.	Scheme underway and sessions are being delivered in schools by a Sports teacher and dietician over 6/8 weeks, including special need schools.
Weight management clinics, multi- disciplinary teams assessments and one-to —one weight management in community settings for children with a BMI > 98 th C with co-morbidity.	The development of the clinics is underway, protocol agreed, recruitment of Consultant completed, recruitment of nurse and dietician being finalised. It is expected that the clinics will be operational in January 2010.
Healthy Choice Award: Develop standards and activities to encourage food outlets and youth settings, parks, sports and leisure facilities to offer healthy food choices.	Scheme underway, to date 20 food outlets, nurseries and after school clubs have been given the award. The work is being supported by a part-time dietician. It is intended to extend the scheme to a further 20 outlets by the end of December 2009.
School food Audit.	Audit conducted, a report will be available at the end of October 2009.
Develop a single point of access for lifestyle and weigh management: Weight referral one-Stop-Shop.	Scheme started January 2009. The scheme is for both adults and children. The scheme has increased awareness of the range of community nutrition services available among GPs and other health professionals. From January to June 2009 76 children were referred through the scheme.

Action	Progress
Develop Breast-feeding strategy and action plan to promote the initiation and continuation of breast-feeding with an emphasis on areas of health inequalities.	Strategy and action plan developed. Peer support delivered by support co-ordinators for each CYPT locality.
Weight management training for health visitors, school nurses, youth workers and other community staff.	The content and format of the training programme is being finalised. The programme will be start in early Spring 2009 and will be rolled out to about 200 staff.
National Child Measurement Programme: provide timely feedback to parents. Analysis of data with Index of Multiple Deprivation.	Process and funding for reporting back to parents in the term following the measurement of children agreed and in place for academic year 2009/2010. Measurement data will be routinely analysed by Public Health.
Establish a physical activity strategic alliance to plan and co-ordinate all sports and physical activity work across the city.	A Brighton and Hove Sports and Physical Strategic Steering Group in place since January 2009.
Promoting physical activity and sports for post 16 education settings.	3 Further education sports educators employed by the School Sports Partnership are working with young people 16-19 years old in Varndean, BHASVIC and City College.
Increase uptake of both free and paid school meals.	Work is underway and led by the CYPT School Meals Manager working in partnership with schools to improve children's dining experience.
	Cashless system of payment on-line will be piloted in a small number of school from November 2009 before it is rolled out. A cashless system would also ensure that free meals pupils are not identifiable to others through payment systems.

Persistent Absence in Secondary School

NI 87 Secondary school persistent absence rate (LAA target)

	Overall absence 2005/06	Overall absence 2006/07	Persistent Absence 2006/07	Overall absence 2007/08	Persistent absence 2007/08	Overall absence 2008/09 (autumn and spring terms) provisional	Persistent absence 2008/09 (autumn and spring terms) provisional
Primary	5.93	5.37	1.6	5.27	1.0	5.43	1.7
Secondary	9.01	8.72	8.3	7.63	6.0	7.54	5.7
Combined Primary and Secondary	7.31	6.87	4.6	6.32	3.2	6.37	3.5

Summary:

Three of the five schools who were identified as PA schools in 2007/08, have recently been removed from that category. They are Portslade CC, Longhill and Falmer High School. Patcham High School and Hove Park School remain targeted PA schools and they have been joined by Varndean School.

Brighton & Hove were previously identified as a local authority requiring intensive support from National Strategies. In 2008/09 we achieved an overall secondary PA was 5.7%, well below the target of 6.7%. Due to the impressive reduction in PAs across the City, we have been removed from this category. The data shows that we are on track to meet the Government's target of 5% or below by 2011.

Brighton & Hove have been recognised by the National Strategies for the excellent work that has been undertaken in reducing persistent absence and the strategies we have used have been passed to other local authorities as examples of good practice.

Issues:

Three secondary schools remain above this year's 6.1% threshold, which are the key focus for this year, along with maintaining good progress in overall attendance levels.

School	2005/06 persistent absence	2006/07 persistent absence	2007/08 persistent absence	2008/09 persistent absence (autumn and spring terms) provisional
Varndean School	7.0	8.6	6.2	6.5
Hove Park School and Sixth Form Centre	13.6	12.2	10.2	8.6
Patcham High School	7.4	8.5	6.3	8.2

Schools have been provided with a number of good practice tools for addressing all matters relating to school attendance and will need to use this consistently and robustly to meet this challenging target.

Performance Improvement Activity:

A new Attendance Strategy has been circulated to schools and other CYPT staff and sets out five priorities. An Action Plan to support the Strategy has been drafted and will be circulated to schools and CYPT staff later this term. This action plan will be monitored through the PIR in the future.

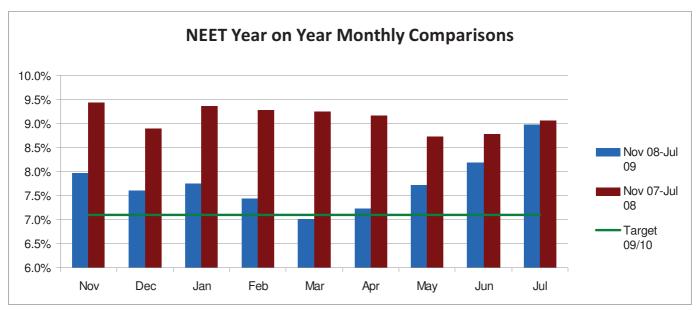
A data workshop was recently held to explore how detailed analysis of data can support targeted work. New analytical reports will be made available to staff, looking closely at reasons for absence and absences patterns.

School staff who have responsibility for attendance have been provided with training sessions to help them in all matters relating to attendance. These training sessions continue to be available for new staff.

We continue to work with Sussex Police arranging truancy sweeps under the Crime and Disorder Act and plan to meet with them this term to review previous operations and agree how best to use our joint resources.

The Education Welfare Service undertook a project called "Just 54" for all our secondary aged children. This project focussed on the 54 days during the second half of the spring term and the first half of the summer term. Any pupil that achieved 100% during that time received a certificate from the EWS and had their name placed in a prize draw. The event culminated in an awards ceremony at Hove Town Hall in June when the lucky prize winners were invited along with their parents to receive their prize. The evening also provided schools with the opportunity to showcase some of their pupil's performances which were outstanding. The event was a huge success and has not doubt helped our reduction in persistent absence.

Young people not in education, employment or training (NEET)



Data Source: Aspire database

Summary:

NEET numbers have been rising in recent months. In Aug 2009, there were 500 NEETs compared to 398 in August 2008, a rise of 25%.

The above graph shows the most recent 9 months in blue compared with the same months the previous year in red. This shows an increase in the NEET rate from a low in March 2009. The rates are still below those of a year ago however. The latest official return remains that from the beginning of the year (reported last time) which was 7.8% against a target of 7.6% and comparing well with nearest statistical neighbour results of 7.9% (Bristol) and 8.2% (Bournemouth).

Department of Work and Pensions data shows that the jobseekers allowance claimant count for 18-24 year olds continues to rise and now stands at 2,070 which is a 57% rise on August 2008 when the number was 1,315

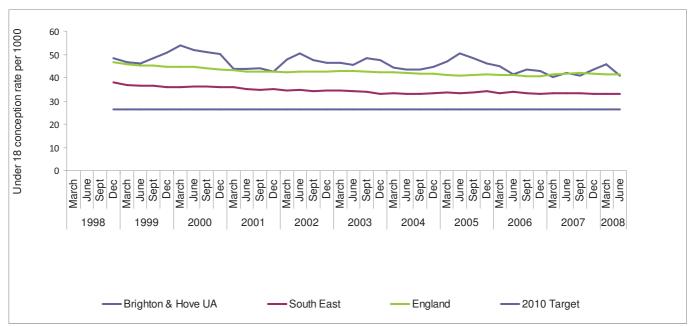
Issues:

Within the NEET cohort, there are certain targeted groups which continue to present significant challenges. 42% of all NEET are recorded as having learning difficulty or disability (LDD) and around 13% are teenage parents or are pregnant.

Performance Improvement Activity:

Action	Progress
Implement the September Guarantee (SG) initiative to ensure all young people have opportunities to engage in learning for at least two further years when they leave compulsory education	The target for SG status not recorded for both years is less than 2%. As of 5 th Oct, for Year 11 cohort, the figure was 0.95% and for the Year 12 cohort, 1.41%. Both these figures represent significant improvement since last year. The 'No offer made – no appropriate provision' figures are Year 11, 0.95% and Year 12, 0.65%
Learning & Skills Council (LSC) are informed of reasons if no suitable offer was available for any young people so that they can commission appropriate courses.	All year 11 pupils have recorded their intended destinations and this information has been passed to the LSC and 14-19 Partnership Board to inform commissioning of appropriate provision for 09/10 and beyond.
Ensure information on progression routes through the 14-19 and beyond into employment and Higher Education is fully accessible to young people and is regularly updated in an accessible format via the Area Prospectus and Sussex Learning Network (SLN) website.	Oct 08 progression routes have been updated on the Sussex Area-wide Prospectus (AWP). The three Sussex local authorities have now jointly employed a manager for the AWP who is tasked to update and refresh the prospectus and the data required. This is ongoing in 09-10. The Area Wide Prospectus will go live across Sussex in October 2009. All local schools and colleges, as well as work-base learning providers, are contributing to this and updating their offer on-line.
Diploma courses available and publicised on Area Prospectus	1 Diploma began in 2008/9 with a further 5 currently being advertised for Sept 10 start. The 10/11 Diploma offer is in the process of being uploaded to the Area prospectus.
The number of young people accessing the new centres to increase over time from the current Connexions Plus footfall of approximately 500 per month	The footfall number has been increasing steadily since setting up Connexions Plus Centres across the city. Our target is to have 500 as an average number for 2009/10 to take account of seasonal variations. The current month footfall is 590

Teenage Conception Rate



Quarterly under-18 conception rates, 1998-Q2 2008 Note: Rate per 1000 females aged 15-17

Summary:

The target for Brighton & Hove's under 18 conceptions is to achieve a 45% reduction from the 1998 baseline rate by 2010 (this equates to a target of 26.4 per 1000 women aged 15-17).

The graph shows the quarterly under-18 conception rates from 1998 up to the second quarter of 2008. Data for the last quarter is provisional and indicates a rolling average rate of 40.9 per 1000. The rate has fallen by 2.4% compared to the same quarter in 2007 (41.9 per 1000) as well as over the last two quarters, reversing the previous upward trend.

Although the latest quarterly rate is 1% lower than for England (41.4 per 1000), it is still 24% above the South East rate (33.1 per 1000). Overall, the figures show a 15% rate reduction from the baseline. This is an indication that there is still work to be done to reach the target, especially around risk taking behaviour and unwanted pregnancies. Around 63% of conceptions lead to a termination.

Issues:

Implementation of the 2009/2010 Teenage Pregnancy Action plan involved recruitment. The process has been long and some posts have been hard-to-fill, delaying start dates for new projects in school nursing and posts for targeted prevention, termination support and training. To-date, two posts remain vacant.

The under 16 conception rates are continuing to rise and there is strong evidence to suggest that this is due to unwanted pregnancies since 63% of

conceptions lead to a termination. This supports the need to improve early identification of vulnerability and risky behaviour and early intervention.

There is a lack of information about repeat terminations, repeat births and the level of risk to younger female siblings of teenage parents.

Performance improvement activity:

This section will present an update on all actions within the teenage pregnancy action plan in the next report.

Data sharing agreements are currently being developed with: The Health Visitor service so that the take-up of contraception assessments, vulnerability of repeat conception, and assessments of whether younger female siblings are at risk can be monitored.

Additional information about the termination support post has been distributed to internal staff, to candidates who reached a positive threshold and to those who have applied for other teenage pregnancy posts.

The Teenage Pregnancy and Substance Misuse Partnership Board has endorsed the expectation of CAFs being completed against all targeted work.

The social marketing project has provided some initial insights into the motivations of local young people to have unprotected sex. Although the final outcomes are not expected until Christmas, this knowledge has been used to inform the summer campaigns.

The targeted prevention posts in the West and Central are trialling the "You and Sex" sexual health screen resource on young women to assess their vulnerability to early conception. The resource will go live across the IYSS from November 2009.

A training schedule has been implemented within the Core Skills and Knowledge program to target social care teams up to December 2009.

A local Contraception and Sexual Health (CASH) service review has been completed and a project plan to improve the service has been finalised. A business case will be submitted to the Primary Care Trust by October 09.

In development of the partnership with schools, 8 additional sexual health drop-ins will be rolled-out by the end of 2009.

Risk Management:

Summary:

Risk assessment arrangements are embedded in governance and operational management systems so that high level risks are brought to the attention of the Senior Management Team. The management team maintains an overview of those risks through the CYPT Assurance Map and the Risk and Opportunity Register.

The most recent Senior Management Team review (21.10.09) agreed that the following risks should remain on the register and that all effectiveness controls are adequate:

- Sussex TPP One System Project: to replace the PIMS system within the South Downs Health Trust IT network. CYPT Project Plan and dedicated staff in place. Final decision yet to be made.
- Impact of Lord Laming Report: The protection of Children in England: see separate report to the CYPT Board 2.11.09
- Restructure of CYPT leadership and management Arrangements: Phase 2 completed. Staff consultation paper for Phase 3 to be issued by end of October 2009
- Emergency Planning and Business Continuity planning: CYPT compliant with local arrangements for second wave of the flu pandemic

Value for Money:

Summary:

The CYPT Senior Management Team has developed the Value for Money (VFM) action plan reported in the last Performance Improvement Report. There are three sections:

- 1. The CYPT is part of the city council's VFM Programme Phase II where it is focussing on one of the programme's 4 work streams accommodation, ICT and flexible working. This work stream dovetails with the CYPT's strategic aim to deliver integrated front line services wherever possible delivered in locality settings.
- 2. In response to the impact of the significant increase in child protection activity in the city the Senior Management Team has put in place a set of VFM related reviews to examine safeguarding decision making, commissioning and procurement arrangements i.e.
 - Review use of secure accommodation: to establish new, better value, service provision for vulnerable young people exhibiting behaviour presenting a serious risk to themselves/others
 - Improve performance monitoring and management: to increase DMT focus and rigour in relation to performance monitoring of key indicators and management of key budgets
 - Review of permanency planning process: to establish a working group to review current arrangement and develop proposals
 - Review of current placements and identification of better value alternatives: to review all placements, particularly independent fostering and residential placements, and explore better value alternatives through joint commissioning with neighbouring authorities.
 - Review decision making, commissioning and procurement of internal and external expert assessments: within the Public Law Outline and in light of the Laming Report to consider: the status of social work evidence in court; the Clermont business model for inhouse provision of assessments and therapeutic interventions; and consideration of the corporate value for money review of legal services support to the CYPT
 - **Develop in-house fostering capacity**: Establish an in-house fostering recruitment campaign

- Review of Contracted Services: to identify and conduct value for money reviews for large contracts
- 3. The Senior Management Team is also working with the external consultancy brought in by the city council to develop a High Level VFM Business Case for the authority. As a result addition external resources have been identified to examine the CYPT's internal decision making processes following the decision that a child requires a Child Protection Plan, through care planning to the issuing of care proceedings and procurement of placements.

Workforce development

Summary:

Core skills and knowledge programme is now in place – early evaluations indicate very positive impact.

Newly qualified social worker pilot programme is progressing well – with development opportunities increasingly being a coherent part of the CYPT learning & development programme.

The CYPT Leadership and management programme is being added to, following a needs analysis of skills and behaviours needed by our managers in the future across the CYPT

School leadership succession planning strategy has been well received by schools, with good early take up of opportunities.

All schools have received an update of all the safeguarding and child protection training their staff has attended over the last 3 years to inform their safeguarding audits.

Strategic workforce group has been set up with health partners; this is an opportunity to look at cross sector workforce development against the joint commissioning plan.

Issues:

Recruitment and retention of social workers

Effective integrated working across children's services in the city –bringing schools to the centre of the CYPT

Performance improvement activity:

Social workers

All activities to support recruitment and retention of social workers have been brought together into one action plan. Activity is prioritised and tracked. This plan has DMT sponsorship and co-ordination. Each of the three related strands of work (social work qualifying routes; induction and CPD of social workers; recruitment, retention and rewards for social workers) has an appropriate assistant director directing necessary decision making.

2. Bringing schools to the centre of the CYPT

This is the focus of our next head-teachers' business conference in October (21st century schools).

Equalities

Summary:

The CYPT Equalities Group continues to monitor the CYPT's compliance with council and local health economy equalities policies, including the completion of the Trust's schedule of Equality Impact Assessments.

The Equalities Group has completed an Equalities Impact Assessment in respect of the draft Children and Young People's Plan. This assessment is attached as an Appendix to a separate report to the November 2nd CYPT Board.

Through the Equalities Group the CYPT is represented on the City Inclusion Partnership (CIP) and is involved in the partnership's work programme which includes working towards the development of a partnership Equalities Charter for the city.

In addition the CYPT Equalities group is undertaking a gap analysis as part of developing an Equalities Action Plan as part of support the work of the CIP and the city council's Equalities Steering group.

Health and Safety

Summary:

There were **99** incidents reported during this quarter (1st April to 30th June 2009) compared with 125 in the previous quarter. There is a repeating pattern in incident reporting in the previous three years where there is an initial decrease in the first to second quarter, followed by a steady increase. The drop in incidents in the first quarter of the financial year 2009-10 reflects this trend.

The three highest 'causes of incidents' reported for the guarter were:

- 'Slip, trips and falls' with 26 incidents representing 26% of all incidents
- 'Challenging Behaviour' with 18 representing 18% of all incidents
- 'Recreation/sport' with16 incidents representing 16% of all incidents

The number of days lost due to employee absence following a work-related incident was **11** days (compared to 16 during the previous quarter).

There were **19** incidents reported to the Health and Safety Executive under RIDDOR for this quarter which was a reduction from 23 in the previous quarter.

Issues

Slip, trips and Falls is the highest cause of incidents in the Directorate. Property management issues such as maintenance of walkways and cleaning of surfaces may be a factor especially in schools where spillages in breaks need to be dealt with effectively.

Performance Improvement Activity

An audit programme for CYPT (including schools under the SLA) is being established and each audit will include a targeted element based on risk specific to the team / school being audited. Where appropriate, management of slip, trip and fall hazards will be assessed within this audit.

CYPT Health and Safety Business Partner has undertaken Suzy Lamplugh Train the Trainer Personal Safety training and is able to provide personal safety training to teams within the CYPT. This bespoke training can assist teams in dealing with some of the issues relating to challenging behaviour.