Regional Highlight Reports

**Purpose of report**

For information

To provide the Board with regional highlight reports covering activity delivery between October and December 2012.

**Summary**

All regions have returned a highlight report for Quarter 3.

The highlight reports show that regions are making good progress in delivering their plans with generally Good progress being made with peer challenge, self-assessment and early support. Analysis of impact has highlighted better working relationships within and across regions, the development of tools to support self-assessment, collaboration and the use of data. Further analysis is contained in the report.

Regions are reporting spend to the end of December of £2,131,673 and full spend by the end of the financial year.

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| **Recommendation**  To note the Regional Highlight Reports. |

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Regional Highlight Reports

**Background**

1. Regional Children’s Improvement Boards were asked to develop delivery plans for their work in 2012/13. This Board set a number of expectations for the delivery plans in the following areas
   * Peer challenge;
   * Early support;
   * Policy priorities (such as Munro);
   * Leadership;
   * Supporting best practice; and
   * Communications and engagement.
2. As part of the regional oversight regions have been asked to report their progress on a quarterly basis in the form of a highlight report.

Regional Highlight Reports

1. The regional highlight reports are included at Appendix 1 and cover the period from October to December 2012. The reports have been reviewed to identify the impact reported for the first nine months.
2. The most immediate impact highlighted in the Q3 reports is the benefit to joint working relationships across councils in each region. This is a feature across all areas of work. For peer challenge, regions report greater openness and councils are increasingly willing to share areas that they are finding challenging. In early support, regions are reporting openness about the need for support, and more generally, a greater sense of collective performance and a desire to improve together.
3. These improved relationships have also spread into other areas beyond the regional CIB work programmes, with the South West reporting greater attendance and engagement across important regional groups as a useful by-product.
4. Regional collaboration is also extending beyond council children’s services. Joint work is being undertaken at a regional level with adult social care colleagues in the North East & Cumbria, and in Yorkshire & the Humber. Most regions have also identified improved working relationships with partners beyond the local government sector. The East of England details joint funding with NHS Midlands & East and Eastern Region Public Health, to develop an integrated commissioning and delivery framework for the Healthy Child Programme. It also highlights greater LSCB engagement in regional activity. The East Midlands points to strong relationships with universities and the Social Research Unit, and the North West is working collaboratively with the Police.
5. One common outcome of this growing spirit of collaboration and trust is an online tool to enable the practical sharing of information amongst. The South West, East of England, London and Yorkshire & the Humber regions all report tools to achieve this or plan for their development. Two regions plan to extend this beyond data sharing; For example, London’s plans include events and masterclasses, case studies, a webinar function, and access to a pool of extra capacity for improvement work and projects with defined skill sets.
6. Another impact, across several themes, appears to be improvement in the quality and use of data in the regions, and the development of tools to help authorities, or schools, assess themselves and their performance based on evidence. The East Midlands, North West and Yorkshire & the Humber all identify the use of self-assessment tools leading to greater consistency. The South West reports a growing willingness to undertake certain self-assessment and quality assurance processes together. The sharing of performance information is also allowing benchmarking across the East of England and West Midland regions. The South West is looking at the potential for agreeing definitions for key performance information to inform benchmarking in the region; and the West Midlands has developed tools which are improving the quality of their data.
7. Building on this activity, we has started working with regional data networks to promote and support the effective use of data. This will be delivered through the sharing of good practice and looking for practical ways in which CIB can support councils and LSCBs in having access to good data and support in handling it.
8. Several regions have been working on ways to add to and make best use of their capacity to support the sharing of best practice. London and Yorkshire & the Humber have taken the approach of identifying the range of resources and skills available that can be accessed by DCSs or senior managers as required. In London, this will in future include contractors and other council staff. In the East of England, on the other hand, Cambridgeshire County Council has been funded to pilot a resource in its social work teams which frees social workers to spend more time with families.
9. Lead member expertise and engagement is also being enhanced. In both Midlands regions, this is a result of their involvement in peer challenge broadening their experience and strategic understanding. In the East of England, a dedicated workshop increased their ability to undertake “courageous conversations” around performance risk and early support. In Yorkshire & the Humber, involvement in the policy priorities workstream has also extended to members generally.
10. While many regions make the point that it is too early to demonstrate clear and definitive impacts across their work, several are clear that their work is affecting inspection results. For example, Derby was recently found to be performing strongly and improving in a recent Safeguarding and Looked After Children (SLAC) inspection; this had been the significant focus of their early support help. Derby also points to joint regional work and confidence in local practice contributing to this result. A London borough that received direct frontline support also improved according to a recent Ofsted inspection; and conversely, a West Midlands council that did not implement early support recommendations before its Ofsted inspection has stated that having done so would have improved its inspection results.
11. Additionally other areas recur slightly less frequently in the regional reports. These include:

* Extending peer challenge beyond regional boundaries (West Midlands and the North East & Cumbria);
* Trialling different models of peer challenge within a region (West Midlands and South West); and
* Establishing quality assurance frameworks either regionally (West Midlands), or for councils (East of England, with capacity provided through early support).

**Regional Expenditure**

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| **Region** |  | **Expenditure** |
| Eastern |  | £293,979 |
| East Midlands |  | £146,541 |
| London |  | £379,114 |
| North East and Cumbria |  | £192,675 |
| North West |  | £229,000 |
| South East |  | £208,300 |
| South West |  | £203,064 |
| West Midlands |  | £290,000 |
| Yorkshire & Humber |  | £189,000 |
| **Total to June 2012** |  | **£2,131,673** |

1. All Regions are projecting to spend 100 per cent of their regional budgets by the end of the financial year.

**Next steps**

1. The regional delivery plans were rich in detail, innovation and approaches to CIB’s policy areas. They contain a great deal of regional activity that is complimentary to the national approach. The regional plans have now been shared with Children’s Expert Client (who manage policy to implementation at a national level) and Children’s Improvement Advisors (who work with the target support councils) to ensure that the synergies at a local and national level are exploited to avoid duplication and encourage innovation.

**Appendix 1   
Regional Highlight Reports**

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| **Region** | **Page** |
| Eastern | 6 |
| East Midlands | 20 |
| London | 31 |
| North East and Cumbria | 43 |
| North West | 55 |
| South East | 63 |
| South West | 69 |
| West Midlands | 75 |
| Yorkshire & Humber | 86 |

The first page(s) of each regional highlight report provides a commentary on their major successes and an overview of the issues currently being addressed. Regions have assessed their progress, both at an overall regional level and individual plan action using the following scale:

Regional Progress Status

**4** - Excellent progress all deliverables on track and no issues affecting delivery

**3** - Good progress some manageable minor delays, issues or problems

**2** - Fair progress some delays, issues or problems that can be resolved within the year

**1** - Limited progress issues or problems that can not be resolved in the year

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| **CIB Logo** | | **2012/13 Regional  Highlight Report** | | |
| **Eastern Region** | | | | Status\* |
| **3** |
| Regional Programme Manager | Fran Woodall [frances.woodall@norfolk.gov.uk](mailto:frances.woodall@norfolk.gov.uk) | |  | **Quarter 3** |

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| Major Successes | * Peer-led safeguarding health check methodology and Framework developed and piloted in one LA in the region. Regional DCS group agreed for this to become part of the region’s sector led improvement ‘offer’. * Large conference held for professionals from across the region focusing on policy changes in Education & Welfare and how these will impact on children and young people in Year 11 or beyond who are Looked After or Leaving Care. Included input from key national partners and representative young people from local Children In Care Councils. The event enabled the sharing of information on changing policy and the workshop discussions focused on how this will affect our young people with young people themselves. Since the event local and regional action plans have been created to take this work forward. * ‘Performance on a Page’ template developed by two DCSs as part of the self assessment / peer challenge process. This received agreement from the DCSs and all LAs will submit data for analysis in March 2013. |
| Regional Overview | * Sector Led Improvement (SLI) Programme is well established and progressing to plan, * The programme has successfully linked with multiple regional groups and networks who are actively engaged and contributing to the programme (including DCSs, ADs, LSCB Chair’s and Business Managers and LA & NHS Commissioners). Political and corporate oversight is also in place. Links have been forged with the Adults Sector Led Improvement Programme with the regional DCSs and DASs meeting to discuss links and future planning of the two programmes. Agreement to work on transition as joint project for next year. |

| Regional Delivery Plan Progress | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Ref | Proposal | | | | | | Planned progress at  end of this Quarter | Status\* | Progress achieved at  end of this Quarter |
| **1**  1.1 | **Peer Challenge** Complete and evaluate self assessment process | | | | | | plan for 6 monthly review developed and agreed  process for the next round of self assessment completion & peer challenge agreed | 4  4 | 6-month review methodology developed by two DCSs. Created a simple ‘performance on a page’ template as a ‘spot check’. All DCSs in the region agreed they would complete and submit the template for analysis in March 2013 and then on a 6-monthly basis.  DCSs agreed LA Self Assessments for 2013/14 will be undertaken in April 2013, with the peer challenge board meeting in May 2013. |
| 1.2 | Increase the pool of trained peer reviewers | | | | | | Training course for 24 delegates booked and delegates being nominated | 3 | LGA facilitated training booked for 20-21st March 2013. LSCB Chair’s and Business Managers involved in nominating delegates with LA ADs to encourage attendees from partner agencies. |
| 1.3 | create improvement plans for LAs in the region | | | | | | complete | 4 | complete |
| 1.4 | Engage in the national peer challenge evaluation activity in 2013 | | | | | | Representatives from the region participate in telephone interviews | 4 | Complete. |
| 1.5 | Develop and pilot regional peer led safeguarding health check methodology | | | | | | Methodology developed, piloted and signed off | 4 | Complete. Methodology has been shared with the national CIB |
| **2** | **Early Support** | | | | | |  |  |  |
| 2.1 | Ring fence resources for LAs with Early Support Needs | | | | | | Protocol for accessing Early Support Funding in place and being utilised by LAs on an individual or sub-regional basis. | 4 | 3 early support projects underway in the region, two in individual LAs and one covering a cluster of LAs. All projects are progressing as planed. |
| 2.2 | Update the ESP website | | | | | | started | 3 | Linked to the Performance workstream – proposal that the Eastern Region Performance and QA Toolkit which is being developed forms the basis for the new website structure. Awaiting draft toolkit & wireframe to begin work. |
| 2.3 | Link with the LGA | | | | | | Complete | 4 | complete |
| **Regional Impact** | | | Some information on impact is detailed below. Although it is too early to report on the impact of most of the Early Support activity underway, those in receipt of support have identified the methods they will use for evidencing and assessing the impact of early support (i.e. via audit programmes, internal management information, multi agency and LSCB audits, Improvement Plans, and the external scrutiny provided by the consultants). | | | | | | | | |
| Changes in **Professional Practice** | | * Peer Safeguarding Health Check identified improvement in practice in Peterborough * Early support has enabled designated health staff to be increasingly engaged in leading and driving improvements in LAC health in one area | | | | | | |
| Changes in **Policies or Procedures** | | * Procedure relating to SDQs in one area to be revised as result of issues identified at a solution focused workshop in December 12 * Sharing of Procedures Manual and Threshold Criteria and short secondment of staff enabled rapid improvement to efficiency and safety of Contact, Referral and Assessment arrangements in light of inadequate Ofsted. | | | | | | |
| Changes in **Effectiveness of Relationships** | | * Peer challenge has encouraged more effective relationships and the promotion of the ‘critical friend’ approach has enabled ideas and best practice to be shared and implemented more widely. | | | | | | |
| * Solution focussed workshop held in one area receiving early support enabled improved understanding of roles responsibilities and mutual accountabilities for LAC/Care Leavers across health and social care colleagues | | | | | | |
| Introduction of **New Tools or Products** | | * Early Support in one LA provided additional capacity to develop and implement a new QA framework, establish learning sets for IROs and team managers which accelerated better care planning of vulnerable children | | | | | | |
| * The use of portable devices to support frontline working has been piloted in one LA and proved to be very successful. The proposals remain in the very early stages but the exercise has provoked useful debate regarding technological solutions and information is being shared across the region. | | | | | | |
| * Health passport for LAC/Care Leavers piloted in one area and being shared more widely. | | | | | | |
| * Development of the ESP website as an information and data sharing website for practitioners in the region has made staff more open to sharing information with each other (both areas of good practice and areas for development). The site currently has 300 users, receives an average of 323 hits per week and houses over 4000 documents. | | | | | | |
| Trialling of **New Ideas and Concepts** | | * New methodology for a Peer led Safeguarding Health Check has been developed, tested and finalised. This includes a smaller team than other peer review methods and includes QA/audit by staff from the host LA. | | | | | | |
| * Solution focussed approach to partnership working | | | | | | |
| **3** | **Policy priorities** | | | | | |  |  |  |
| 3.1 | **Munro and Social Work Reform** | | | | | |  |  |  |
| 3.1.1 | Develop regional evidence-based practice guidance note for supervised contact, including sample arguments for social workers to use in court | | | | | | Complete | 4 | Complete and signed off by CAFCASS |
| 3.1.2 | Work with LSCBs in a journey towards outstanding.  This work is being overseen by the Independent Specialist who is leading the Performance Information Workstream due to the obvious parallels. | | | | | | LSCB engaged and sharing information / self assessments. Regional toolkit and dataset to be developed. | 4 | This workstream has progressed well, and a draft toolkit and dataset was presented to meeting of the LSCB Chairs and Business Managers on 16th January. Further revisions to the dataset to transform it to an outcomes framework with measures will be the next step. |
| 3.1.3 | overview of safeguarding commissioning within LAs and the NHS | | | | | | Scope work | 2 | LA & NHS Commissioners group are scoping work focusing on the new Working Together and Health Accountability Framework and how this will need to be reflected within commissioning and lines of accountability. This work has been postponed due to delays to the publication of the Health Accountability Framework and finalised Working Together. |
| 3.2 | **Adoption, Care and family Justice** | | | | | |  |  |  |
|  | Analysis of the Adoption score cards for areas of vulnerability in future | | | | | | Data specialists tasked, plan for regular regional oversight agreed | 3 | Regional Performance information and management group identified as data specialists.  Links with the Performance Information workstream established and Adoption scorecard maybe integrated into regional data set. To be completed by February. |
| 3.3 | **Youth, Data and Integrated Working**  To develop an integrated commissioning and delivery framework for the Healthy Child Programme 0-5 to address the poor outcomes for children in the east of England at age 5 i.e. development at age 5 and Key Stage 2 achievement. This project is joint funded from the regional CIB, NHS Midlands and East, and Public Health  Joint efficiency project: out of area placements for children with special educational needs (Tackling the costs of commissioning and developing more personalised services) | | | | | | Tender document submitted to 3 possible contractors  Steering group and governance arrangements in place. Stakeholders engaged Tender closed and awarded to successful bidder. | 4  2 | Tender document out 4 January 2013. Closing date 31 January 2013.   * Steering group formed and met twice. DCS and DAS Project leads identified and engaged. * Tender document developed by Peterborough but not awarded as the steering group have requested a pause whilst they ensure the outcome of previous work is included. This has caused a delay hence the rating of 2. |
| 3.4 | **Every partnership area to have a good performance management framework in place, including Munro performance information; effective needs analysis and outcome based quality assurance framework.**  The project has been split into two phases:  Phase 1: What we have and where we want to be: Developing resources and a toolkit (a menu of support that LAs can draw from including best practice examples, tools, documents, training and support);  Phase 2: Delivering improvement: Providing a programme of training, support, and putting it into practice as appropriate between January and March 2013. | | | | | | Phase one completed.  Phase two scoped and costed.  Links made with other project activity in the region including Succession Planning and work with LSCBs. | 3 | * Drawing out examples of good practice, as well as areas for improvement/gaps from LAs in the region and sharing them as part of the toolkit. * A by product has been to identify that there are separate groups in the region which supports performance management and quality assurance who have shared agendas but work in silo * Joining together succession planning, CIB munro demonstrator, RiP events and regional SLI work into the project to maximise resources and minimise duplication or silo working.   It is too early to identify the impact of the project, as it is in progress. |
| 3.5 | **A focus on the outcomes for Looked After Children and making efficiencies by more effective commissioning and procurement**  Hold a large conference for professionals from across the region and representatives from Local Children In Care Councils focusing on policy changes in Education & Welfare and how these will impact on children and young people in Year 11 or beyond who are Looked After or Leaving Care.  Create a regional approved provider framework for accommodation for children who are looked after and 16 years and older, specifically around semi-independent and supported accommodation in line with the Children (Leaving Care) Act 2000 and the Children Act 2004. | | | | | | Conference held, local and regional action plans created.    Work scoped and initiated with Lead LA and partner LAs identified. | 4  3 | Conference held on 8th November including input from key national partners. The event enabled the sharing of information on changing policy and workshop discussions on how this will affect our young people. Feedback suggested the event was successful and well-received, particularly the involvement and engagement of young people. Since the event local and regional action plans have been created to take this work forward.  Peterborough have initiated this work and have sent a letter to all commissioners in the region inviting them to be part of a regional commissioning approach for children looked after 16+ accommodation sent. Next steps dependant on responses. |
| 3.6 | **Every LA to have a workforce strategy in place taking on board new and emerging national policy** | | | | | | Understanding of the national policy & what this means for workforce planning & development  Workforce data to be integrated into peer challenge & process for ensuring all LAs have updated strategies by April 2013 agreed | 2/3  4  3 | Workforce development is a strand of Luton’s Munro Development Demonstrator programme, Luton DCS is DCS link to the workforce leads group and sharing information  Key workforce data has been included on the ‘performance on a page’ template which will be used as part of the peer challenge.  Proposed that LAs will include information about their workforce strategies as part of the Self Assessment Process for 2013. |
| 3.7 | **Troubled Families and Early help offer** | | | | | | Regional ‘Troubled Families’ network sharing ideas and models.  Develop methods and skills for measuring the impact of early help. | 4  3 | Regional ‘Troubled Families’ network sharing ideas and models.  Work underway to measure impact of early help. Event planned for 1st February to look at tools and methodologies. This is being ‘hosted’ by Luton as part of their CIB demonstrator event, and includes succession planning transformational project participants |
| **Regional Impact** | | Some information on impact is detailed below. Although it is too early to report on the impact of most of the policy priority activity underway, expected benefits and impact are detailed as part of the initiation and agreement of all ER CIB funded activity, along with information on how these will be evidenced. | | | | | | | | |
| Changes in **Professional Practice** | | | | * Supervised Contact Practice note provides Social Workers with new evidence based arguments to use in court * Staff who attended the Corporate Parenting event fed back that the event provided them with an awareness of changes in policy and what it means to their work, as well as providing information about how to get the best outcomes for young people within the new policy and resource environment | | | | |
| Changes in **Policies or Procedures** | | | | * The Corporate Parenting event provided LAs with information and guidance on changing policy which is being used by LAs to support local implementation | | | | |
| Changes in **Effectiveness of Relationships** | | | | * The Corporate Parenting Conference allowed coordinated / consistent messages to be created for the region improving the effectiveness of relationships between and within LAs. * Work to create a regional approved provider framework for 16+ accommodation is enhancing relationships between LA commissioners and providing them with more buying power * The ER CIB, NHS Midlands & East and the Eastern Region Public Health are jointly funding activity to develop an integrated commissioning and delivery framework for the Healthy Child Programme 0-5 and encouraging more effective relationships between the three bodies at a regional level (it is expected this will impact on the effectiveness of relationships at a local level once fully underway). * Developing a workstream specifically focused on LSCBs and supporting them to adopt a sector led improvement approach has strengthened relationships between the regional LSCB Chair’s and Business Managers groups and Regional LA groups. LSCBs are now more engaged in regional activity and aware of progress being made across the programme. * The regional troubled families strategic network provides a real and virtual forum for LA representatives to share ideas and new concepts | | | | |
| Introduction of **New Tools or Products** | | | | * Performance management workstream has produced a Toolkit including a range of tools, products and templates for the region to use. Wider dissemination of these to the national CIB data workstream is planned. * The region is designing a tool to measure impact which will be utilised to measure impact of activity undertaken as part of the Delivery Plan for 2012/13 and for 2013/14 | | | | |
| Trialling of **New Ideas and Concepts** | | | | * Measuring impact of early help * New outcomes framework for LSCBs which includes Munro indicators | | | | |
| **4** | **Leadership** | | | | | |  |  |  |
| 4.1 | succession planning | | | | | | As per succession planning plan | 4 | On track*.*  Significant links formed between the two programmes (Succession Planning Transformational projects link to various workstreams and learning from both programmes is being shared across the peiste. This is providing extra capacity to both programmes and opportunities for sustainability). |
| 4.2 | Ensure Lead Members are aware of their roles and responsibilities. | | | | | | Continue to link as key stakeholders | 4 | Links made to the quarterly Lead Member group meeting. Group are fully engaged. |
|  | | Changes in **Professional Practice** | | | | * Workshop for Lead Members increased skills around local assurance and undertaking ‘courageous conversations’ around performance risk and early support. | | | | |
| Changes in **Policies or Procedures** | | | |  | | | | |
| Changes in **Effectiveness of Relationships** | | | | * Links between East of England LGA and the sector led improvement programme have been strengthened with robust reporting arranges in place meaning Lead Members receive timely and useful updates and opportunities for input in the programme. | | | | |
| Introduction of **New Tools or Products** | | | | * Standard reports to regional Lead Members Group and the Improvement East Lead Member Panel have been created. | | | | |
| Trialling of **New Ideas and Concepts** | | | |  | | | | |
| **5** | **Supporting best practice** | | | | | |  |  |  |
| 5.1 | support regional networks | | | | | | On-going | 4 | On going |
| 5.2 | Validate, promote and share and best practice in the region | | | | | | On-going | 3 | ESP website used as a central best practice repository for the region. The SLI programme team circulate information and requests across the region on behalf of a range of professionals across the region (including LAs, LSCBs, NHS and CCGs). Further work is needed to ensure best practice is validated and does not simply represent standard practice. |
| 5.3 | Complete ESP projects and share information on impact from the projects. | | | | | | Complete | 4 | Completed. ESP featured at the national children’s & adults services conference as a policy session. Well attended and well received. Resources from the event are available on request from Fran Woodall. |
| 5.4 | Develop online solution for sharing best practice and regional ‘skills bank’ | | | | | | Work scoped, key stakeholders | 3 | Scoping work has begun.  Key stakeholders for changes to ESP website identified and wireframe for new look website being created.  On line ‘Skills Bank’ solution identified. Scoping & QA checks underway and due for completion by start February 2013. |
| **Regional Impact** | | Changes in **Professional Practice** | | * Hertfordshire undertook a project using ESP funding aiming to improve the quality of care planning to ensure children subject to legal proceedings have their needs met in a timely and efficient manner. This project produced a cultural change across the service by placing the child at the centre of all planning activity, it Improved performance through earlier decision making and reduced delay by providing flexibility within Permanency Planning meetings & Fostering / Adoption Panels. Further the authority is now in a good position to implement the ‘Action Plan for Adoption’ & the ‘Family Justice Review’. * Suffolk created an integrated access service using ESP funding, which led to an increase in CAF and a decrease in IAs, Children in Need, CP Plans and Looked After Children * Norfolk implemented a Multi Agency Safeguarding Hub (MASH) using ESP funding which has enabled children to receive faster and better informed assessments, leading to swift and proportionate intervention * Central Bedfordshire used ESP funding for a NQSW development programme with external mentoring, supervisor support, and mapped to workforce strategies. All NQSW on the programme reported they are clear on their safeguarding responsibilities, have clear goals and objectives set and know their development needs for the coming year. The Authority also reported a £350K saved in agency costs. | | | | | | |
| Changes in **Policies or Procedures** | | * Southend and Thurrock joined forces to develop a framework for community based assessment, with the ambition of reducing the number of residential assessments requested by the courts and other agencies. | | | | | | |
| Changes in **Effectiveness of Relationships** | | * Norfolk implementation of a MASH has also enabled a step change in partnership culture at the early stages of family intervention | | | | | | |
| Introduction of **New Tools or Products** | | * Development of a sub-regional purchasing arrangement with independent fostering providers and protocol for cross border use of LA foster care placements as part of sub-regional MTFC project. Enabled greater standardisation of foster care payments across the region. | | | | | | |
| Trialling of **New Ideas and Concepts** | | * Cambridgeshire used ESP funding to pilot the use of ‘team co-ordinators’ in social work teams: giving social workers more time to spend with families, reducing complaints and improving the quality of performance information available to managers. | | | | | | |
| **6** | **Communication and engagement** | | | | | |  |  |  |
| 6.1 | programme management | | | | | | PM and admin support in place  Communications strategy and newsletter developed  Regional groups / networks being mapped to ensure all linked and governance is effective  Development of delivery Plan for 2013/14 | 4  4  3  3 | Complete. Contracts currently being extended until 31st March 2014.  Complete. Next edition planned for release in February 2013    Map complete, membership of groups / networks being established. governance to be checked and map circulated for agreement  Regional SLI steering group are developing the delivery plan for 2013/14 including SWAP proposal. This will be subject to agreement via the regional governance arrangements before submission to the national CIB on 13th March 2013. |
| 6.2 | link with Adults services Sector led improvement activity | | | | | | Links made, information on programmes shared | 4 | Joint report on the two SLI programmes created for regional ADCSS and ADCS meeting in January 2013  Joint SLI newsletter including health and children’s and adults services created, further work needed. |
| 6.3 | Ensure Chief Executives (CEs) are engaged with the programme and receive regular updates on progress | | | | | | Presentation on the programme to the regional CE Group | 4 | The programme has good engagement and support from CEs in the region and Gillian Beasley (Lead CE) provides the regional CE group with regular updates on the programme |
| **Regional Impact** | | Changes in **Professional Practice** | | | |  | | | | |
| Changes in **Policies or Procedures** | | | |  | | | | |
| Changes in **Effectiveness of Relationships** | | | | * Closer links between the Children’s & Adults Sector Led Improvement programmes have meant similarities and overlaps between the programmes have been identified and areas for future possible collaboration identified. | | | | |
| Introduction of **New Tools or Products** | | | | * The creation of a communication strategy and newsletter have enabled a wider audience to learn about the sector led improvement programme | | | | |
| Trialling of **New Ideas and Concepts** | | | |  | | | | |

| Regional Issues | | | |
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| Ref | Description | Impact | Action Being Taken: |
| 1 | Lack of capacity in the region to fully implement the Sector led improvement delivery plan. | Med | DCSs are dividing activities between them to try and reduce burden on key people. AD Level steering group set up to provide strategic direction, chaired by lead DCS for SLI |
| 2 | Programme is very broad and there is a risk we are trying to do ‘too much’. | Low | Additional capacity added to Programme Team. Sound reporting being provided to the regional DCS group and regional CIB to keep track |
| 3 | Some silo working within the region has been identified with different regional groups duplicating effort. There are opportunities for a more structured/better governance of groups to sustain improvement work and sharing best practice, but also tackling ‘wicked issues’ and new initiatives and use of softer intelligence/horizon scanning as a region. | Low | * Mapping groups and supporting networks to form better linkages between groups and link to established governance structures. |

| Regional Expenditure | | | |
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| a | Total Grant for 2012/13: | £294,100 | Comments on Regional Expenditure |
| b | Spent at end of period | £227,885 | The table to the left represents **actual** spend as at 14th January 2013. There are a number of invoices that are due and which we are currently chasing to ensure the full grant is spent by the end of March 2013.  Total Allocated spend = **£293,979** |
| c | Balance (a - b) | £66,215 |

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| **CIB Logo** | | **2012/13 Regional  Highlight Report** | | |
| **East Midlands Region** | | | | Status\* |
| **4** |
| Regional Programme Manager | Pete Chilvers | |  | **Quarter 3** |

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| Major Successes | 1. The highest level indicators in the region (performance trends and inspection judgements) are generally improving in this period 2. The regional priorities established through last summer’s Annual Peer Challenge Summit process continue to drive and direct the joint-work within the region 3. DCSs continue, despite recent turnover, to work together effectively on purposeful activity and create the authorising environment for their colleagues to do so. 4. The rolling programme of Peer Challenge Team Reviews and Safeguarding Assurance Visits is continuing to plan, with just slight delays due to a couple of Ofsted time clashes. 5. Elected Members are now more fully informed and involved. 6. Early Year Development Demonstrator activity is adding considerably to the support policy and practice development. 7. Some particular elements of the region’s support programme (described in this document) are going especially well with an apparent thirst for professional learning and development within a well focussed collaborative context. 8. The regional group of Directors of Adult Services are now embarking upon a similarly thorough regional programme, with linked co-ordination between both arrangements. |
| Regional Overview | The regional plan is proceeding well, with a wider group of colleagues increasingly looking to it as the forum/vehicle that drives and supports improvement in the region. The culture of support through peer challenge is now starting to permeate beyond the formal activities into other forums and activities. For example, the process of submitting triangulated self assessment to peers for scrutiny and challenge is becoming more customary and it is leading to a richness of opportunity for very purposeful sharing of practice and co-production of ideas.  The strong governance of the EM DCS group continues to provide identity to the work and the programme of activity is closely linked to the identified priorities. If anything, we are possibly at risk of trying to do too much and our evaluation is pointing us to maintain even stronger discipline to act in just a few key areas. The upward pressure however seems to stem from un-met demand deriving from fewer opportunities to meet with colleagues for professional development in a time of diminishing resource. |

| Regional Delivery Plan Progress – Section 1 - **Peer Challenge** | | | | | |
| --- | --- | --- | --- | --- | --- |
| Ref | Proposal | | Planned progress at  end of this Quarter | Status | Progress achieved at  end of this Quarter |
| **Annual Peer Challenge Summit** | | |  |  |  |
| 1 | All LAs to submit completed Self Assessment and agreed data set annually. Self Assessments to be signed-off locally by LM and/or CX. | | No new action | 4 | Completed |
| 2 | LA Performance Leads Group to complete first analysis and peer challenge using a) above plus inspection and performance data plus local CYPP priorities. | | No new action | 4 | Completed |
| 3 | EM DCS Group to participate in peer challenge using a) and b) above | | No new action | 4 | Completed |
| 4 | Outputs from a-c above lead to a regional performance audit that informs the allocation of early support funds and a set of priority themes for future activity. | | August 2012 | 4 | This whole APCS process (1-3 above) was found to be effective and worthwhile and we plan to repeat the cycle in 2013. |
| **Peer Challenge Team Reviews** | | | | | |
| 1 | Quarterly cycle of PCTRs continues as per regional scheme | | 1 review this quarter | 3 | This quarter’s PCTR clashed with a SLAC inspection (which went well) so has been re-scheduled to Q2 2013. Otherwise running to plan. |
| 2 | Corporate and political dimensions clarified to enable LMs to play a contributory role | | Continuing LM involvement. Further training and engagement | 4 | A Lead Member has been involved successfully in every PCTR. Further development meetings have been held with LMs through EM Councils and a DCS PLUS session was held with LMs and DCSs on SLI in November. Strong LM commitment |
| 3 | eWorkbook as online platform to support/archive PCTRs | | Ongoing | 4 | eWorkbook continues to work well and will be also used for the Adult SLI scheme. |
| **Safeguarding Assurance Visits** | | | | | |
| 1 | Bi-monthly cycle of SAVs continues as per regional scheme | | 6 visits by now | 4 | The SAVs are progressing well. Occasional delays due to Ofsted clashes or staff turnover have been accommodated and the programme is on track to complete full cycle in 2013. |
| 2 | Undertake interim review of SAV methodology | | March 2013 | 4 | Review/evaluation has been undertaken to ‘smarten’ the SAV approach. DCSs undertaking a full review of scheme in March 2013 to shape the next cycle of peer challenge activity |
| **Regional Pool of Peer Challengers** | | | | | |
| 1 | Complete and maintain the regional pool (EoI and training) for the 60 identified colleagues | | Further training: Autumn and Spring | 4 | Large, sufficient pool of reviewers at AD (mostly) and HoS level now in place (>70 people) September training added 10 more colleagues with 8-10 more being trained in Feb 2013 |
|  | Changes in **Policies or Procedures** | There are examples from both Peer Challenge Team Reviews and Safeguarding Assurance Visits where the review process itself and the reporting have led directly to the identification of procedures and policies that have consequently been reviewed and changed as a result. Examples include:   * the better engagement of family members, especially fathers, in safeguarding arrangements for vulnerable children * changes to a council’s communication procedures to communicate and disseminate strategic policy priorities within the management tiers of the organisation and across partnerships * new ways of working with schools | | | | |
| Changes in **Effectiveness of Relationships** | The inclusion of Lead Members in peer challenge is strengthening their engagement and strategic understanding of the range of policy approaches within the region. This still needs further development so that the relative contribution of each partner is maximised. | | | | |
| Introduction of **New Tools or Products** | * The creation and completion of a standard self-assessment with its associated data set and inspection profiling has been found to be worthwhile, both in terms of an internal summative analysis but also to underpin the peer challenge process. * A suite of analytical processes and tools has been established to support the comparative basis of regional peer challenge. We have now introduced and used self assessment audit tools for Integrated Working, Early Years, LA role in School Improvement, and learning from SCRs. * We have also created a simple electronic workbook to provide a single portal for the communication and storage of the peer challenge communication process. | | | | |

| Regional Delivery Plan Progress – Section 2 - **Early Support Arrangements** | | | | | |
| --- | --- | --- | --- | --- | --- |
| Ref | Proposal | | Planned progress | Status | Progress achieved |
| **Targeted Early Support** | | |  |  |  |
| 1 | Agree and implement a process of devolving funding to specific individual LAs to enable them to address urgent/ emerging improvement priorities | | Plan agreed at Annual PC Summit | 4 | Single-LA in need  Process agreed at APCS with DCSs for the distribution of funds to specific individual LAs in significant need. This involves a process for needs identification and a focussed action plan request, with executive sign-off by Lead DCS. This is currently underway with one LA.  Multiple LAs in need  We are using a rolling schedule of individual visits to each DCS & LM using a *challenge script* with prompts derived from the APCS. This probes areas of need to identify suitable (sub) regional activity that will provide timely support. This support is then either commissioned externally or through a regional network group of appropriate colleagues. A number of priority work themes have been commissioned through regional joint-work groups, e.g.   * Learning from serious case reviews * Early intervention and integrated working * LA and school partnerships * Placement stability * Place planning   This *challenge script* process has been evaluated to be highly worthwhile and repeated additionally in-year. |
| 2 | Consider developing a regional pool of ‘trusted’ colleagues/contacts (internal staff and/or external consultants) who might provide in-depth local support | | Autumn 2012 | n/a | The SDSA, as the DCSs ‘business unit’ maintains an informal pool of associates, ready to field requests from LAs. This has been used several times in this quarter. |
|  | | | | | |
| **See also Annual Peer Challenge Summit – Section 1 and Policy Priority Projects – Section 3** | | | | | |
| **Regional Impact** | Changes in **Professional Practice** | The practice of a DCS-peer developing a *challenge script* (based on self assessment, performance and inspection data) and then holding local meetings with DCSs (and sometimes leadership teams) is one that is being regarded well and contributing to improvement processes. In some ways it is an updated version, within a sector-led environment, of the GO CIA process and the schools’ SIP scheme. | | | | |
| Changes in **Policies or Procedures** |  | | | | |
| Changes in **Effectiveness of Relationships** | The strong sense of collaborative endeavour and highly focused activity established through the APCS is strengthening the business focus the within the region, especially at upper strategic levels. The DCSs agreement to devolve some of the resource available to those in greatest need is testimony to this approach. | | | | |
| Introduction of **New Tools or Products** |  | | | | |
| Trialling of **New Ideas and Concepts** |  | | | | |

| Regional Delivery Plan Progress – Section 3a – **National Policy Projects** | | | | | |
| --- | --- | --- | --- | --- | --- |
| Ref | Proposal | | Planned progress | Status | Progress achieved |
| **Munro and Social Work Reform** | | |  |  |  |
| 1 | Roll-out of reflective casework action learning sets | | No new action | 4 | Completed and evaluated positively. |
| 2 | Creation and pilot delivery of Munro Leadership programme for managers | | Pilot cohort to finish March 2013 | 4 | Programme almost completed |
| 3 | Assured Safeguarding developed further | | April 2012 | n/a | Nothing new this quarter |
| 4 | Review of PQ SW training development work with HEIs | | No new action | 4 | Completed |
| 5 | Develop CIB’s concept of ‘Demonstrator Sites’ within the regional scheme for Implementing local leadership of whole system change | | | 3 | N/A – not supported by CIB but plans underway for some significant joint work to support the early help and Munro implementation themes. |
| **Early and Foundation Years** | | | | | |
| 1 | Develop CIB’s concept of ‘Demonstrator Sites’ within the regional scheme for the Commissioning for Early Years Sufficiency and Quality | | | 4 | Our regional EYDD is going really well, bringing together the group of policy leads around some highly purposeful learning activities. The group members report rejuvenation in their roles on account of the strength gained through participation. The first phase of work was the development and completion of a self assessment, with all 9 LAs fully participating. The regional analysis of these identified key themes that LAs were happy to share and other themes that LAs were seeking to learn more about. This mapping led to the development of a schedule of events that are underway Jan – March 2013. Early signs are that these events are very popular within and beyond the region. |
| **Youth, Data and Integrated Working** | | | | | |
| 1 | Implement regional action learning process to investigate underpinning principles and approaches for integrated working that improves early intervention. | | Autumn 2012 | 4 | As at Dec 2012 these action learning events are nearing completion, having been expertly led by SRU Dartington. They have been extremely well attended throughout (40+ colleagues from several sectors and all nine LA areas) and the group has shaped the agenda to respond to emerging needs and priority themes. All participants are committing to local action as a result of the sessions. Very positive evaluation with indications of key impact. Events conclude in Jan 2013. |
| **Regional Impact** | Changes in **Professional Practice** | The activity was within all three of the sub-themes reported above (Munro, Early Years and integrated working) is contributing directly to professional learning and regional knowledge exchange that is supporting the development and improvement of professional practice.  In particular, colleagues in Derby LA point to the direct contribution made through regional joint-work to their strength and confidence of local practice. This has stood them in good stead in recent SLAC inspection in which the inspection of early help was significant. Derby has been one of the few LAs to come out of this inspection framework strongly and improving. | | | | |
| Changes in **Policies or Procedures** | The joint work between the nine local authorities on all three themes in the manner described above is contributing to strong regional support networks between peers in similar roles. The significant change is that this work is increasingly linked strongly to strategic priorities. Also, strong relationships with external partner organisations e.g. universities and the Social Research Unit is contributing to strong and effective professional relationships within the sector. | | | | |
| Changes in **Effectiveness of Relationships** | These pieces of joint-work are still at too an early a stage to cite specific examples of relationship changes – although the general collaboration is quite significant. | | | | |
| Introduction of **New Tools or Products** | The early development demonstrator audit tool has already been found to have add significant value to strategic planning | | | | |
| Trialling of **New Ideas and Concepts** |  | | | | |

| Regional Delivery Plan Progress – Section 3b – **Local Priority Policy Projects** | | | | |
| --- | --- | --- | --- | --- |
| Ref | Proposal | Planned progress | Status | Progress achieved |
| **Leadership in Child Poverty** | |  |  |  |
| 1 | CP Leadership and ‘champion’ roles well defined and supported | Leader support materials developed and implemented locally Spring 2013 | 4 | This work has progressed steadily in this quarter through a rolling programme of bespoke local workshops to respond to local priorities.  In the coming quarter the products and outputs of this activity will be compiled to create a regional CP supportive toolkit. |
| 2 | Regional peer challenge of CP strategies | Regional process established and underway by April 2013 | 3 |
| 3 | Support for CP joint commissioning | Joint commissioning support materials developed by April 2013 | n/a |
| 4 | Develop briefing materials for staff on welfare changes | Welfare briefing materials developed by Dec 2012 | 4 |
| 5 | Develop CP learning & development resources for Workforce | Learning toolkit created by Dec 2012 | 4 |
| **Emerging Issues** | | | | |
| 1 | Consider the development of new projects in response to priorities identified at Peer Challenge Summit, considering CIB policy themes of Munro, Adoption, CiC, Family Justice, Early Years, Youth, Integrated Working | | 4 | Nothing new this quarter |

| Regional Delivery Plan Progress – Section 4 – **Leadership** | | | | |
| --- | --- | --- | --- | --- |
| Ref | Proposal | Planned progress | Status | Progress achieved |
| **ALICSE Leadership Programme** | |  |  |  |
| 1 | Provide 60-70 more places during 2012/13  (probably in one larger cohort) | Programme: Oct-May | 4 | Proceeding to plan with full engagement |
| 2 | Develop ‘step-up’ provision for VCS, Health, Police and others not yet ‘ready’ for ALICSE | Implement pilot activity during 2012/13 | 3 | No progress this quarter, still a concept in development |
| **Other** | | | | |
| 1 | DCS Governance and SLI Operational Group | Bi-monthly meetings | 4 | DCS meetings taking place bi-monthly and Operational Group quarterly |
| 2 | Additional executive support to DCS group |  | 4 | Regular programme of challenge visits for DCS & LM now being delivered. Twice yearly is seen to be proportionate and useful |
|  | | | | |

| Regional Delivery Plan Progress – Section 5 – **Supporting Best Practice** | | | | | |
| --- | --- | --- | --- | --- | --- |
| Ref | Proposal | | Planned progress | Status | Progress achieved |
| **Local Learning Seminars** | | |  |  |  |
| 1 | Complete current series of seminars | | By Dec 2012 | 4 | 2012 programme completed. Highly successful events with around 200 participants |
| 2 | Develop and deliver new programme for calendar year 2013 to address priority themes | | Rollout from Jan – Dec 2013 | 4 | 2013 programme has 5 initial events, all of which |
| **Regional Support Networks** | | | | | |
| 1 | Support existing networks and develop sustainable plans that ‘commission’ them increasingly on their contribution to regional priorities | | Sustainable by March 2013 | n/a | A range of professional networks continue to provide support to key groups of colleagues. Many of them are aligning their work to the DCSs regional priorities and several are adopting peer challenge behaviours and routines. |
| 2 | Strengthen or develop networks in response to Summit process in section1 above, e.g. LCSB Chairs, Commissioning Champions, Lead Members | |  | n/a |
| 3 | Develop CIB’s concept of ‘Demonstrator Sites’ within the regional scheme | |  | 4 | Reported elsewhere |
| 4 | Develop a regional ‘community’ of Performance Leads, building the data capacity of the region through their work within PCTRs and the Peer Challenge Summit. | |  | 4 | The regional group of performance leads meet as a cross-regional group with the East region but they also come together to support our region’s peer challenge process. Annually they play a part in the Annual Peer Challenge Summit process and they are also starting to play a role within the Peer Challenge Team Reviews with performance colleagues supporting both the ‘host’ and the reviewing teams. |
| **Regional Impact** | Changes in **Professional Practice** |  | | | | |
| Changes in **Policies or Procedures** |  | | | | |
| Changes in **Effectiveness of Relationships** |  | | | | |
| Introduction of **New Tools or Products** |  | | | | |
| Trialling of **New Ideas and Concepts** |  | | | | |
|  | | | | | |

| Regional Delivery Plan Progress – Section 6 - **Communication and Engagement** | | | | | |
| --- | --- | --- | --- | --- | --- |
| Ref | Proposal | | Planned progress | Status | Progress achieved |
| **Knowledge Exchange Online** | | |  |  |  |
| 1 | Outputs from all recent regional activity, including ALICSE participants for wider dissemination | | Completed | 4 | On-going and ready to be launched as part of new site |
| 2 | Develop a single regional platform for all joint activity with a simple search engine | | Launched | 3 | Slight delays but draft site almost ready for launch |
| 3 | Investigate development of Communities of Practice, either by signposting elsewhere or creating on regional site | | Autumn 2012 | n/a | Online facilities not popular with participants at this stage but e-mail circulation groups are creating highly effective support for some communities. |
| 4 | Create hyperlinks from all partner sites to b) | | Spring 2013 | n/a | To follow |
| **Other** | | | | | |
| 1 | Communication and co-ordination, including regional newsletters, website and quarterly reports | Year-round support | | 4 | Newsletter widely circulated |
| 2 | Implementation of evaluation strategy as being currently developed with NfER | Report April 2013 plus contribution to national evaluation | | 4 | First evaluation (incorporating succession planning activity) well underway with report available approx March 2013 |
| 3 | Publications, e.g. scheme handbook | Jan 2013 edition | | n/a |  |
|  | | | | | |

| Regional Issues | | | |
| --- | --- | --- | --- |
| Ref | Description | Impact | Action Being Taken: |
| 1 | Political and corporate engagement | Med | Now much improved with additional seminars convened to address this |
| 2 | Trying to do ‘too much’ within a small region | Low | This remains a key challenge. Although every strand of individual activity can be matched to regional priorities, the accumulation is potentially a capacity issue as some smaller LAs find there is too much going on. |

| Regional Expenditure | | | |
| --- | --- | --- | --- |
| Ai | Total Grant for 2012/13: | £251,400 | Comments on Regional Expenditure |
| Aii | Early Years Development Demonstrator | £20,000 |  |
| Bi | Spent at end of period | £146,541 |  |
| Bii | Commitments will be spent Feb & Mar | £124,859 | This is all allocated and will be spent according to profile by 31st March |
| C | Balance (a - b) | £0 |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **CIB Logo** | | **2012/13 Regional  Highlight Report** | |
| **London** | | | Status\* |
| **3** |
| Regional Programme Manager | Not yet in post. Report completed by Ian Dean, London Safeguarding Children Board. | | **Quarter 3** |

|  |  |
| --- | --- |
| Major Successes | * Pilots for Safeguarding Practice Challenge delivered in four Boroughs and excellent feedback received. * Tailored Support Packages developed and introduced in “adequate” Boroughs across London. * Peer Challenge reviewed and further developments underway to strengthen across London * YOT Conference, AD network and YOT help offer making good progress * Links with London Leaders Programme strengthening and developing approach to increasing capacity across London to aid SLI |
| Regional Overview | * On-going work to develop the London Help Offer and continued steps to develop and increase capacity developing with the London Leaders Programme, Coaches and a “Contractors list” * Continued development of an Adoption and Youth Offending help offer. * Review of Peer Challenge leading to specific focussed work to embed lessons learnt and on going development. * Continued development of Targeted and Tailored Support approach pan London * Member Development package underway |

| Regional Delivery Plan Progress | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Ref | | Proposal | | | | Planned progress at  end of this Quarter | | Status\* | Progress achieved at  end of this Quarter |
| **1.** | | **Peer Challenge** | | | |  | |  |  |
| 1.1 | | Programme manager recruited to oversee DCS peer challenge, lead member support and wider delivery of programme | | | | Complete | | 4 | Programme Mgr in post since 4th September. |
| 1.2 | | Handbook for DCSs produced and circulated | | | | Complete | | 4 | Complete |
| 1.3 | | All DCS twinning/ triad arrangements in place | | | | Complete | | 4 | Complete |
| 1.4 | | DCS challenge 3 areas identified, Template A completed and shared with supporting documentation and meetings scheduled | | | | Review of success and lessons learnt undertaken and completed in Dec 12 | | 4 | Lessons learnt captured and used to develop approach which will strengthen approach further going forward. |
| 1.5 | | All DCS meetings take place and action plans are drafted | | | | Expected to take place between September and January | | 4 | On schedule |
| 1.6 | | Review meetings take place | | | | Review of success and lessons learnt undertaken and completed in Dec 12 | | 4 | On schedule |
| 1.7 | | Lead member support programme developed | | | | Complete | | 3 | Consultation meetings held with Lead Members, programme currently under development |
| 1.8 | | London Lead CYP members meeting | | | | Took place in Sep with Induction event. | | 4 | Complete |
| 1.9 | | Lead member support programme underway | | | | Expected to take place between June and March | | 3 | Slight delay due to changes in requirements and addition of coaching to approach. This though will strengthen the programme |
| 1.10 | | Evaluation of lead member support arrangements 2012/13 | | | | Expected to take place between January and March | | 4 | On schedule |
| **2.** | | **Early Support** | | | |  | |  |  |
| 2.1 | | Delivery of targeted support to all London boroughs likely to be inspected this year. Bespoke programmes and support meeting. | | | | Complete | | 3 | In place and on going – all boroughs have offer of support in place for either targeted or tailored and all en train |
| 2.2 | | Event / workshop for all boroughs with Ofsted to look at what ‘good’ looks like | | | | Complete (took place on 4th October) | | 4 | Complete |
| 2.3 | | Process for authorities requesting additional support in place with proforma (set out in handbook) | | | | Complete | | 4 | Complete |
| 2.4 | | Support for identified boroughs with emerging issues that need improvement support | | | | Expected to take place from June onwards | | 4 | Work underway or about to begin in 7 LB’s rated inadequate for safeguarding in their SLAC inspection. A further 2 are to be involved in tailored support. |
| 2.5 | | Monthly KIT meetings in place to identify emerging areas for early support | | | | Complete | | 4 | Complete |
| 2.6 | | LA staff on inspection teams brief wider ADs group on the new inspections | | | | Expected to take place in September | | 2 | To be arranged |
| 2.7 | | Programme manager brokers support arising from peer challenges, self identification, or local intelligence. | | | | Complete and on-going | | 4 | Underway and brokerage now taking place on a regular consistent basis. Now considering how to embed brokerage going forward |
| **Regional Impact** | Changes in **Professional Practice** | | | | | | Following on from the Targeted Support offer through the SPC challenge follow up engagement with London Boroughs is leading to a variety of work streams being developed. These revolve around improving front line practice, coaching for specified staff, inspection readiness help, early support help, provision of Educator Practitioners and development of LSCB’s | | | |
| Changes in **Policies or Procedures** | | | | | | Linked to Peer Challenge and Targeted/Tailored Support offerings we have robust “request for help” approach which has a follow up linked to outcomes, impact and lessons learnt for those in receipt of help. This will flow into best practice events/master classes in 2013-2014 | | | |
| Changes in **Effectiveness of Relationships** | | | | | | Engagement levels and relationships have developed with DCS’s, LSCB Chairs and some AD’s and the SLI Programme through the approach to brokerage undertaken. | | | |
| Introduction of **New Tools or Products** | | | | | | There will be new products developed in terms of tailored support and Youth Offending help offer. Not yet developed though. A new Member Induction pack is in development as are coaching and mentoring approaches (early days at the moment) | | | |
| Trialling of **New Ideas and Concepts** | | | | | | Invigorated approach to Peer Challenge in development to enhance the work undertaken to date. It is intended that working through Peer “hubs” (working title) will provide a strong conduit for SLI in 13/4 | | | |
| **3.** | | **National Priorities** | | | |  | |  |  |
| 3.1 | | **Munro** ADs group use the journey authorities as resource for development.  Further areas of work to be identified in consultation with the London Safeguarding Children Board. | | | | Work underway through the AD’s group and DCS appointed as Policy lead for this area. | | 4 | Underway |
| 3.2 | | **Adoption**  Adoption analysis – identifying London issues, delivering good practice sessions. Develop programme of support for target authorities exploring wide range of solutions alongside the CIB work including with partner agencies. | | | | Underway | | 3 | Support offer in development working with CIB. Framework agreement to be offered across London and prioritised to those most in need. Also looking to strengthen tailored support offer. |
| 3.3 | | **Early years** Co-ordination of 2 year old sufficiency, following initial research commissioned by London Councils into capacity of London to deliver the entitlement which will explore issues and solutions. | | | | Expected to take place from November onwards | | 3 | London Councils research commissioned – first draft received from Researcher. Discussions now in place with them on interpretation and outcomes. Way forward to be agreed |
| 3.4 | | **Youth, Data and Integrated Working**  This work is focused on youth justice in London as this is an agreed priority. Programme co-designed by YOT heads and will involve good practice development on the transfer of custody budget and Quality assurance network.  YOT manager professional development and training for peer reviews. Wider roll out of YOT peer reviews in London. | | | | Taking place from October – March 13 | | 4 | Programme agreed with London YOT Managers, approved by the London SLI Steering group and now underway.  Development of London help offer in Youth Justice to be developed commencing in November. Then pilots and rollout in the new year  London Professional development and training to be progressed |
| **Regional Impact** | Changes in **Professional Practice** | | | | London will use the framework agreement in a targeted manner and work initially with those London Boroughs where the most need is identified. Coaching and mentoring will evolve from this approach and best practice events are planned for 2013/14. The YOT Conference, in development and planned for March will encourage new approaches and development of professional practice. An AD’s network has recently been established as has a training programme for integrated practice. | | | | | |
| Changes in **Policies or Procedures** | | | |  | | | | | |
| Changes in **Effectiveness of Relationships** | | | |  | | | | | |
| Introduction of **New Tools or Products** | | | | London will use the CIB framework approach but will also look to develop over time bespoke tailored support. A YOT Help offer will be developed with the LGA which will enable London to help improve outcomes in this area. | | | | | |
| Trialling of **New Ideas and Concepts** | | | | As yet none – however the YOT help offer will see new ideas and concepts trialled, as will some of the Adoption outcomes | | | | | |
| **4.** | | **Local Priorities** | | | |  | |  |  |
| 4.1 | | Early Help, focus on outcomes. London network to include authorities likely for inspection this year. Delivered by London leader. | | | | Taking place from October | | 4 | Led by Programme Manager – preparing analysis of outcomes, impact, lessons learnt and linked best practice programme/master classes through 13/14. |
| 4.2 | | MASH development, mainly through the MASH steering group, but linked to AD network. Practice development and supporting roll out of MASH across London | | | | Several hubs expected to be in place | | 4 | Six MASH hubs now live, with a total of 11 planned by January 13 – on going. Evaluation of Progress and lessons learnt to commence in February |
| 4.3 | | Individual deep dive brokering, development of a framework for LAs to use. | | | | Underway | | 4 | New SLI Website for London in development to include contractors list, case studies (best practice), webinar facilities, London capacity help for initiative delivery and development also to be available. |
| **Regional Impact** | Changes in **Professional Practice** | | Too early to quantify. That said we know that one London Borough which received direct front line support improved their OfSTED outcome at a recent inspection. This though cannot simply be attributed to SLI as they had an improvement plan in place. That said, a Peer review led to SLI involvement which accelerated their plans. Investigation will assess the contribution of SLI. Other London Boroughs which have received a package of help will be assessed from the end of March as this will be around the time some impact should be filtering through. We are commissioning an assessment of the impact and lessons learnt from the MASH programme. This will offer an insight into this area too later this year. | | | | | | | |
| Changes in **Policies or Procedures** | |  | | | | | | | |
| Changes in **Effectiveness of Relationships** | | In terms of brokerage we have moved very quickly to help London Boroughs. The approach to brokerage has been to have very close and regular contact with DCS’s and with an emphasis on proactive help rather than reactive. This has entailed a rolling programme of visit and discussion based upon research of inspection etc and then having discussion around focused and bespoke offerings. | | | | | | | |
| Introduction of **New Tools or Products** | | A Sector Led Web site is in development will be available soon – this will enable London Boroughs to see events and master classes across London. Additionally the London capacity pool will be stored on the portal, as will be a contractors list. Also available will be case studies and the ability to host webinars. | | | | | | | |
| Trialling of **New Ideas and Concepts** | | The SLI web site will see new ideas being tested and trialled. The Safeguarding Practice Challenge pilots have helped thinking in London in terms of the “whole challenge” a tailored package and a “nice to do” approach where space is given for “new thinking”. This will be supported through the London help offer and will mature during 2013/14. | | | | | | | |
| **5.** | | **Leadership** | | | |  | |  |  |
| 5.1 | | London Leaders Programme to develop and lead network for developing practice in understanding and developing early help | | | | Underway | | 4 | Work being undertaken with London leaders Project Manager to develop this area and integrate Learning and best practice into London approach |
| 5.2 | | London Leaders Programme to lead coaching for developing/supporting leaders in all authorities to be inspected this year. | | | | Underway | | 4 | Work being undertaken with London Leaders PM and Penna to develop Coaching as a core element of the London help Offer. Coaching framework developed by London Councils and shared with London leaders PM – now developing matching process |
| 5.3 | | London Leaders Programme to carry out work on new inspection framework, updates and upskilling on what good looks like. | | | | Underway | | 4 | Work in progress to facilitate involvement and Leadership of appropriate leaders from London Leaders programme. Accreditation route and potential suitable candidates identified to become part of the London Help offer. |
| 5.4 | | London Leaders Programme to work with the LSCB to embed post Munro culture change | | | | To be progressed in February | | 3 | To be progressed with London leaders PM and London LSCB Manager |
| 5.5 | | London Leaders Programme to lead pan-London work to improve the customer experience for potential adoptive parents and process redesign | | | | Underway | | 4 | See point 5.3 |
| 5.6 | | London Leaders Programme to work across London to support LAs in their new relationship with schools (following London Councils / ALDCS research) | | | | In Development | | 4 | See point 5.3 |
| 5.7 | | Leadership offer for lead members established and flexible enough to meet needs of a range of experiences. | | | | See point 1.9 above | | 3 | See point 1.9 above |
| **Regional Impact** | Changes in **Professional Practice** | | |  | | | | | | |
| Changes in **Policies or Procedures** | | | We have identified some people from the London Leaders Programme who may make an immediate impact across London and consideration is being given to how they are included in the London help offer. This is a carefully considered process which will feed into the overall brokerage and help offer as this matures through the course of this year. Matching processes are in development for this and for coaching. | | | | | | |
| Changes in **Effectiveness of Relationships** | | | The Leaders for London project and SLI are coming closer together and there is regular conversation around the future role for the delegates who successfully complete the programme. The next steps are to formalise processes and approaches and to potentially consider how the SLI requirements for London also influence the London leaders project. | | | | | | |
| Introduction of **New Tools or Products** | | | A Coaching framework has been developed and is being tested. There will be a matching process formally developed to ensure the “right” coach is matched to the “right” coachee. This will be a part of the tailored support approach and will also work across member development in the future. | | | | | | |
| Trialling of **New Ideas and Concepts** | | | See above | | | | | | |
| **6.** | | **Supporting best practice** | | | |  | |  |  |
| 6.1 | | Youth Justice (see policy priority above) | | | | See point 3.4 above | | 4 | See point 3.4 above |
| 6.2 | | Multi Agency Safeguarding Hubs (see policy priority above) practice development | | | | See point 4.2 above | | 4 | See point 4.2 above |
| 6.3 | | Establish group of consultants ready to work in London Authorities | | | | Underway | | 3 | Now in development and consultants being identified through November/December |
| 6.4 | | Review CIB framework list and establish London specific list of potential delivery partners | | | | Underway | | 3 | Now in development and consultants being identified through November/December |
| **Regional Impact** | Changes in **Professional Practice** | | |  | | | | | | |
| Changes in **Policies or Procedures** | | | The London Contractors list and people identified from the London Leaders project will contribute to a more co-ordinated way through which to manage and provide capacity across London in support of SLI deliverables. This is work in progress. | | | | | | |
| Changes in **Effectiveness of Relationships** | | |  | | | | | | |
| Introduction of **New Tools or Products** | | | A new Website will be launched which will enable London Boroughs to seek capacity for SLI focused work and projects. This will be a mixture of internal London capacity and trusted contractors as identified by DCS’s from across London. The skill sets will be defined on the website, which will enable London to consider current requirements as well as manage gaps in skills to ensure that these are closed quickly in real time and for future requirements. | | | | | | |
| Trialling of **New Ideas and Concepts** | | | See above | | | | | | |
| **7.** | | **Communication and engagement** | | | |  | |  |  |
| 7.1 | | Steering group meetings | | | | Underway | | 4 | Bi-monthly meetings underway SG now includes Policy leads. |
| 7.2 | | Monthly KIT meetings to discuss improvement intelligence | | | | Underway | | 4 | Monthly meetings underway |
| 7.3 | | Engaging with ALDCS, lead members for cyp, CELC and London Councils’ Leaders’ Committee | | | | Underway | | 4 | Underway and ongoing |
| 7.4 | | Providing reports to CIB, ALDCS and lead member groups | | | | Underway | | 4 | Underway and ongoing |
| 7.5 | | London newsletter, with updates on programme | | | | Underway | | 3 | Underway and in development with internal London Councils Comms teams to develop SLI Intranet site. |
| 7.6 | | Handbook agreed and MOU signed up to by all partners. | | | | Underway and chasing final authorities | | 4 | Handbook agreed and MOU circulated for sign up |
| **Regional Impact** | Changes in **Professional Practice** | | |  | | | | | | |
| Changes in **Policies or Procedures** | | | The introduction of enhanced 121 sessions has increased the pace of change across SLI and has added to the overall effectiveness of governance across the programme. | | | | | | |
| Changes in **Effectiveness of Relationships** | | | The implementation of the 121 approach has enhanced relationships in terms of the effectiveness of governance across the programme | | | | | | |
| Introduction of **New Tools or Products** | | | The London SLI Steering group receives new concepts and approaches, as well as request for help. For example an approach to Adoption was commissioned and considered which will over time support the CIB framework approach. | | | | | | |
| Trialling of **New Ideas and Concepts** | | | The development of new ideas are managed through the Steering Group – an invigorated approach to Peer Challenge will be tested through this route. Additionally a revised governance approach for the SLI programme for 13/14 is being considered through the Steering Group. The YOT help offer will be considered through this route as will be the SLI web site and events/master class optons. | | | | | | |

| Regional Expenditure | | | |
| --- | --- | --- | --- |
| a | Total Grant for 2012/13: | £492,000 | Comments on Regional Expenditure |
| b | Spent at end of period | £112,886 | Committed spend of budget (with purchase orders) amounts to £485,565 leaving £6,435 uncommitted presently. This will shortly be committed to further work around MASH evaluation. Key commitments revolve around Early Support, Targeted and Tailored support, Peer Challenge, YOT development, Member development and Signs of Safety. Invoices are now being received which are not scheduled for reporting in this period, hence the relatively low spend figure. |
| c | Balance (a - b) | £379,114 |

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| **CIB Logo** | | **2012/13 Regional  Highlight Report** | | |
| **North East and Cumbria** | | | | Status\* |
| **4 / 3** |
| Regional Programme Manager | Linda Mason | |  | **Quarter 3** |

|  |  |
| --- | --- |
| Major Successes | * 8 out of 13 Peer Challenges concluded * Further key work commissioned in support of local priorities: Health, Troubled Families * Highly successful regional conference which attracted national speaker. Changing Futures: The leadership challenge in the changing educational and economic landscape. Four key themes explored: the leadership challenges, improving educational outcomes for the most disadvantaged children and young people; what the local economy needs to do to support the growth agenda; and, what is the curriculum challenge for educational providers and local authorities in supporting this. |
| Regional Overview | * A successful first and second quarter. Third quarter less progress than planned due to unforeseen circumstances but action in place to remedy this. * A very positive response from other regions in supporting the request from LAs re external to the region Peer Challenge with some good relationships developing beyond the region. This has implications for adopting a regional approach to SLI, there are numerous opportunities outside of the region for good practice relationships to develop. * Key next step is to agree a full annual sector led and Peer Challenge programme with associated agreed timelines for:   self assessments; regional data analysis; annual DCS summit; early support framework and agreed LAs to support; regional priority setting and responses to national priorities and the completion of the 2013/14 delivery plan.   * Quarter 4 to focus on completing actions in 12/13 delivery plan, developing a model for SWAP and writing 13/14 delivery plan. |

| Regional Delivery Plan Progress | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Ref | Proposal | | | Planned progress at  end of this Quarter | | Status\* | Progress achieved at  end of this Quarter |
| 1 | * 1. Peer Challenge by 31 December 2012   2. All LAs to contribute to the national evaluation of   the impact of Peer Challenge by 31 March 2012   * 1. Data specialist capacity to be established   through the regional Data and Performance Network with a DCS Champion. | | | *Finalise at DCS meeting on 25th May 2012*  *All LAs have date for PC and P Challenger identified by end of July 2012*  *All LAs to contribute to the national evaluation of the impact of Peer Challenge by 31 March 2012*  *Group established by June 2012*  *Working model of self assessment finalised by end of June 2102*  *LA “at risk” indicators recommendations to DCS group by end of July 2012*  *The use of local and regional data to inform Peer Challenge In place by June 2012*  *Performance and Date Leads Network forward Plan and work programme in place by end of July 2012* | | 4  3  3    4    4  4  3  4  4 | Completed  In the main all LAs now finalised. Cumbria fully focused on action plan in support of Notice to Improve following SLAC inspection. Northumberland providing support and challenge as DCS is Chair of Improvement Board. LA colleagues working closely with Cumbria. They will not have an additional Peer Challenge this year.  Due to circumstances out with LAs control a number of Peer Challenges will be completed by 31 March 2013. 8 out of 13 completed by 31 December. Remaining 5 to be concluded before 31 March 2013. Issues such as personal circumstances of lead DCS from Challenging LAs and also scheduling issues where inspection and diagnostic assessments were taking place.  Relevant colleagues have been involved and have concluded their interviews with NFER  Completed.  The region currently using self assessment contained in the regional Peer Challenge Handbook however a Task and Finish sub group of the Performance and Data Leads Network will further develop this work which will take into account the emerging Multi Agency Inspection requirements following the pilot work and the emerging CIB Improvement and Impact Assessment Framework currently out for consultation.  This has begun but will be completed by the Task and Finish group as a key priority it will also want to take into account the emerging CIB Improvement and Impact Assessment Framework currently out for consultation, any outcomes of the NFER research and other regional work in this area.  Local and regional data is being considered by LAs in preparation for their Peer Challenges. The Task and Finish group will work with LAs in utilising this local data alongside the Data Profile.  Complete |
| 2 | Early Support Arrangements | | | Plan and implement “Early Support” plans for councils with performance challenges.  Ensure Chief Executives and Lead Members are informed about LAs with risks and support arrangements that are brokered. | | **4**  **4** | LAs in the region who have received an adequate judgement for their SLAC inspection are the focus for early support and LAs have been working on their improvement plans and accessing relevant support from other LAs, and specialists where appropriate eg one authority has created an improvement board and has asked that another (out of region) DCS chairs this and provides challenge on progress made.  Early Support Framework document to be developed as an outcome of work being done by the Performance and Data Leads Task and finish group to support work for 13/14 to be signed off by regional CIB.  Completed |
| **Regional Impact** | | | Changes in **Professional Practice** | Recent joint meeting between Lead Members and DCSs was very successful and will be repeated twice per year. | | | | | |
| Changes in **Policies or Procedures** | Early Support Framework to be developed. An annual improvement cycle out for consultation and waiting final agreement. | | | | | |
| Changes in **Effectiveness of Relationships** | Relationships further developed in the region where there has been 2 regional LAs involved in peer challenge activity. Also relationships beyond the region have also developed where Peer Challenge has involved out of region LA. Still further work required in taking forward key agreements across region, for example agreeing an annual improvement cycle. Discussion and agreement on this was delayed due to a postponement of an ADCS meeting due to recent bad weather. | | | | | |
| Introduction of **New Tools or Products** | Adoption diagnostic used by one LA and found to be helpful. Another LA considering use. BAAF and Outcomes UK involved with 2 LAs where adoption performance highlighted. | | | | | |
| Trialling of **New Ideas and Concepts** |  | | | | | |
| 3 | Munro and Social Work Reform  Adoption, Care and Family Justice  Early and Foundation Years  Youth  Data  Integrated Working  *Local Priorities*  Alternative Models for configuring and delivering services  Changing relationship between LAs and Schools  Health/Public Health  Learning from OFSTED Inspections  Troubled Families | | | Meetings with DCS Champion (s) held by end of July 2012 to ensure activity/actions underway  Meetings with DCS Champion (s) held by end of July 2012 to ensure activity/actions underway  Meetings with DCS Champion (s) held by end of July 2012 to ensure activity/actions underway  Meetings with DCS Champion (s) held by end of July 2012 to ensure activity/actions underway  See 1.3 above  This will be embedded in the priorities focusing on:  Early and Foundation Years  Alternative Models  Munro  Meetings with DCS Champion (s) held by end of July 2012 to ensure activity/actions underway  Meetings with DCS Champion (s) held by end of July 2012 to ensure activity/actions underway  Meetings with DCS Champion (s) held by end of July 2012 to ensure activity/actions underway  Meetings with DCS Champion (s) held by end of July 2012 to ensure activity/actions underway  Meetings with DCS Champion (s) held by end of July 2012 to ensure activity/actions underway | | 4  4  4  4  4  4  4  4  4 | As quarter 1  Regional event held in January - funded through NESPP Master Class/ Leadership Event funding.  2 sub-regional events 24th and 27th September with a focus on Reflective Practice in Social Work concluded and will lead to further work in this area. Funded through the NESPP Master Class/Leadership Events  Small group of practitioners working with NESPP to shape future events and subsequent activity. This group to be supported through the NESPP Transformational Projects funding.  Subsequent Action Learning Sets established to take forward the key outcomes of the two events and will be funded through the NESPP Transformational Projects funding.  Regional event to be established in March 2013.  Some further key areas of work include:  Collation of individual LA Munro implementation plans – CIB will fund this piece of work.  Developing a regional approach to the revised Working Together – NESPP will fund this as a Transformational Project.  Ensure that there is someone in the region trained in DfE approved SCR approach and that this is disseminated regionally. – this will be supported through CIB funding.  As in quarter 1/2  Some regional work has already been done in analysing the scorecards but further analysis is required. Performance and Data Group with input from Vulnerable Children Network group or a sub-group to do this work. This will be funded through NESPP as a Transformational Project.  A regional event in March 2013 will then be held to disseminate findings and consider implications. This will be funded through the NESPP Master Class/Leadership Events funding.  The time and venue costs of any subsequent Task and Finish groups will be paid for through the NESPP Transformational Projects funding.  SLI programme manager and NESPP lead have met with the Regional Early Years Network with a view to establishing the regional position regarding:  The development of a self-assessment tool to help in the identification of good and outstanding practice within the region.  The implications for EYs of the new Ofsted Framework.  The identification of future risks.  Commissioning practice and the engagement of private providers/3rd sector.  How LAs are preparing to meet the challenge of the new 2year old offer.  A regional event will now be held before the end of March 2013 to bring together the findings and consider ways forward.  Regional Event to be held on February 25th 2013, funded through NESPP Master Class/Leadership Events.  Work commissioned on the regional audit,  outcomes and in particular the identification of different and effective models of delivering services for young people.  Regional position with regard to the Services for Young People Scorecard.  The implications of the Governments expectations regarding sufficiency and any risks associated with this.  The use of Action Learning Sets and other activity to that may be necessary to support the changes in culture and working practice following the identification of a preferred model for implementation could be supported through the NESPP Transformational Change and Master Class/ Leadership events funding.  A regional event will be held in March/April to consider the learning from this and other regional and national experiences in delivering children’s services in alternative ways.  Regional event took place in January and considered the relationship and the role schools can and should play in developing regeneration within communities. This event to be supported through the NESPP Master Class/Leadership Events funding. Further work is being planned.  An initial collation of emerging models from all LAS by October 2012 and process sign off at ADCS meeting in July. Concluded, work to be commissioned to analyse and disseminate. There has been difficulty in identifying someone to analyse the responses this is now resolved and will move quickly now.  Work commissioned to undertake an analysis of the regions performance on the existing SLAC Ofsted Framework, with a particular emphasis on those LAs which were Graded 3 in their last SLAC Inspection., to be completed by mid November 2012. Unfortunately this has been delayed due to the personal circumstances of the person commissioned. This will now be concluded in February and will result in a regional event by 31 March 2013.  Identify who in the region is being trained in the new Ofsted Framework and use their knowledge to help inform the development of a regional self-assessment framework. This work will be funded through the NESPP Transformational Projects funding.  A regional event planned for March 2013 to consider the outcomes of self-assessments and the actions that might need to be taken. This event to be funded through the NESPP Master Class/Leadership events funding.  The two existing sub-regional Troubled Families Groups have taken forward work around Early Help, identification and access and workforce development issues. This will be funded through the NESPP Transformational Projects funding.  Work will be commissioned to look at good practice in the region.  A regional event will be held in January now April 2103 to consider the issues and ways forward. This will be funded through the NESPP Master Class/ Leadership Events. |
| **Regional Impact** | | | Changes in **Professional Practice** | Although early days reflective practice as a basis for an improvement of service and outcomes is beginning to be embedded. | | | | | |
| Changes in **Policies or Procedures** | OFSTED outcomes will be used to determine what good looks like and be used to benchmark regionally. | | | | | |
| Changes in **Effectiveness of Relationships** | Networks existing, re-established or newly established will further build relationships around some of the key shared national and local priorities. | | | | | |
| Introduction of **New Tools or Products** | LAs have begun to use the diagnostics available and have commented positively. As new diagnostics are established these too will be considered eg the safeguarding assurance diagnostic | | | | | |
| Trialling of **New Ideas and Concepts** |  | | | | | |
| 4 | Supporting Best Practice | | | Each of the priorities provide the opportunity for action learning sets, workshops and dissemination via the regional developing and best practice hub | | 4 | All priorities provide opportunities to support, develop and disseminate best practice. These will emerge according to the individual timescales. |
| **Regional Impact** | | | Changes in **Professional Practice** | | | See 3 above | | | |
| Changes in **Policies or Procedures** | | |  | | | |
| Changes in **Effectiveness of Relationships** | | |  | | | |
| Introduction of **New Tools or Products** | | |  | | | |
| Trialling of **New Ideas and Concepts** | | |  | | | |
| 5 | Communication and Engagement | | | Attend national quarterly meeting  Quarterly reports to CIB to be submitted | | 3  4 | Lead DCS, Lead Member and Programme Manager attended the first meeting in June. A new Chief Executive had been identified and was unable to attend due to short notice.  Unfortunately it is not possible for the Lead DCS, Programme Manager of Chief Exec to attend the next planned session on 10th September, Substitutes will be found to represent the region.  5 December meeting attended by programme manager.  July 30 2012  November 2 2012  February 2013 |
| **Regional Impact** | | | Changes in **Professional Practice** | Joint meetings held between Lead Members and DCSs, this to be done twice per year.  Succession planning has been intrinsic to supporting the priorities and action learning set/network activity across the region | | | | | |
| Changes in **Policies or Procedures** |  | | | | | |
| Changes in **Effectiveness of Relationships** | Regular joint working initiatives and the Peer Challenge process have helped strengthen relationship across the region and with other regions. Work developed with Adult Services on succession planning activities. | | | | | |
| Introduction of **New Tools or Products** |  | | | | | |
| Trialling of **New Ideas and Concepts** | Joint adult and children succession planning activities | | | | | |

| Regional Issues | | | |
| --- | --- | --- | --- |
| Ref | Description | Impact | Action Being Taken: |
| 1 | Ensuring all Peer Challenges are completed by 31 March 2013 given some of the practical issues that have emerged and diversity of approach in the NE and Cumbria | Medium | Programme manager to maintain contact with LAs and DCSs to support the timeline expectation |
| 2 | Key next step is to agree a full annual sector led and Peer Challenge programme with associated agreed timelines for:  self assessments; regional data analysis; annual DCS summit; early support framework and agreed LAs to support; regional priority setting and responses to national priorities and the completion of the 2013/14 delivery plan. | Low | Discussion with DCSs underway and to be concluded by February 2013. |

| Regional Expenditure | | | |
| --- | --- | --- | --- |
| a | Total Grant for 2012/13: | £232.900 | Comments on Regional Expenditure |
| b | Spent at end of period | £192,675 | Costs associated with: Programme Manager costs, Programme Officer support, Priorities meetings with DCSs and delivery of practice sharing event, Training costs, Room hire and work commissioned in support of priorities. |
| c | Balance (a - b) | £40,225 |

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| **CIB Logo** | | **2012/13 Regional  Highlight Report** | | |
| **North West** | | | | Status\* |
| **3** |
| Regional Programme Manager | Howard Cooper | |  | **Quarter 3** |

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| Major Successes | * Two councils removed from intervention * A third council received early support helping it to be judged Adequate on inspection, later overturned on moderation * A fourth council identified for intervention on Adoption made rapid progress **before** the issuing of a Notice so that it is now mid-table * BPN work on universal priorities all under way with dissemination planned for Q4 for CSE, Early Help and Adoption * Safeguarding Peer Challenge being piloted * New Self-Evaluation scheme adopted and implementation plan underway * Sustainability Strategy incorporating the amalgamation of SLI with Succession Planning agreed |
| Regional Overview | * Early Help: approaches, protocols and actions * Regional universal priorities around Munro, adoption, Early Years, child sexual exploitation |

| Regional Delivery Plan Progress | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| Ref | Proposal | | | Planned progress at  end of this Quarter | Status\* | Progress achieved at  end of this Quarter |
|  | **PEER CHALLENGE** | | | | | |
| 1 | Remaining 50% of Councils to have planned PC for Q3. BPNs re-organised from 5 to 4. Schedules revised. | | | Planning completed by end of Q2 with PC done by end of Q4 | 4 | Done. A very small number of councils (4/22) slipped as a result of OFSTED activity or DCS turbulence. Now on track. One council piloting SPC. |
| 2 | ALPS graduates to be matched with identified needs both for individual councils and across the region in Transformation Projects | | | Completed by end of 7/12 | 4 | Completed. Groups reported back to a regional event 4/12. Continuation work for Q4 linked to Priorities allocated. New “Step Up” group for middle managers piloted. 55 participants signed up! |
| 3 | Common support across BPNs commissioned | | | Commission completed | 4 | Commissioned and already in operation. Supporting follow up and developing BPN Challenge Forums. |
| 4 | Support for the Data strand commissioned | | | Commission completed | 4 | Commissioned and in operation. Linked to national CIB development on the Knowledge Hub. |
| 5 | Support for the Context strand commissioned | | | Commission specified | 3 | Commission in the final stages of completion. Possible provider identified and engaged in discussion. |
|  | **EARLY SUPPORT** | | | | | |
| 6 | Work commissioned in to analyse OFSTED inspections of NW councils will be extended to | | | To be commissioned |  | Rescinded. Judgement that the added value was limited. Replaced by 5 above. |
| 7 | Work commissioned in to identify early indicators of risk. Phase 2 work to develop a framework and approach will be commissioned. | | | To be commissioned and begun | 4 | Final report due 4/12. Roll out in conjunction with the revised approach to PC in Q4. Joint work with East Midlands agreed to produce a transparent, evidenced approach being in place by the end of Q3. This aspect included in the commission referred to in 5. |
| 8 | Procedure agreed for the allocation of regional funds to EH councils | | | In year development to make sure that the approach is transparent and accountable. | 4 | Done and applied to one council.  In process for a second council. |
| **Regional Impact** | | | Changes in **Professional Practice** | Adoption of an evidence based approach to self-assessment across the region.  Common training for performance specialists and social care leaders in translating data analysis to hypothesis. | | | | |
| Changes in **Policies or Procedures** | Self-Evaluation scheme adopted. | | | | |
| Changes in **Effectiveness of Relationships** | Greater openness developed within BPNs and across the region in sharing early support needs.  Beginning development of Challenge forums. | | | | |
| Introduction of **New Tools or Products** | Development of common set of “herd indicators” and their use,  Begin development of practice audit toolkit,  Beginning development around signatures of risk. | | | | |
| Trialling of **New Ideas and Concepts** | Covered above. | | | | |
|  | **POLICY PRIORITIES** | | | | | |
| 9 | Develop regional approach to CSE | | | Sub-regional work in had and regional collaboration explored | 4 | Common approach to CSE in place in Pan-Lancashire, advanced stage of development in Greater Manchester, in development in Merseyside Cheshire |
| **Regional Impact** | | | Changes in **Professional Practice** | Common approach to CSE in place in Pan-Lancashire, advanced stage of development in Greater Manchester, in development in Merseyside Cheshire. | | | | |
| Changes in **Policies or Procedures** | Common approaches to CSE in development in each sub-region aligned to Police footprints. Common NW approach in development. | | | | |
| Changes in **Effectiveness of Relationships** | Productive collaborative relationships developed with Police as above and the the widespread development of MASH | | | | |
| Introduction of **New Tools or Products** |  | | | | |
| Trialling of **New Ideas and Concepts** | Adoption diagnostic widely used and a NW Summit organised.  Safeguarding Peer Challenge piloted in one council. | | | | |
|  | | **SUPPORTING BEST PRACTICE** | | | | |
| 10 | | Workstreams identified for each BPN brought to a culmination | | Dissemination and region wide sharing planned | 4 | Regional dissemination events for CSE, Adoption and Early Help organised. |
| 11 | | The NW Councils identified as “near misses” on the Adoption Scorecard for 2011 offered diagnostic assessments, receive an offer of support via the strategic partner. | | Offers of DA made | 4 | Completed. |
| 12 | | The possibility of sub-regional work to improve in this area will be explored with the Family Courts and CAFCASS in Liverpool/ Cheshire and in Manchester | | Approach to be made | 2 | Sub-regional work with the family court in Merseyside and Cheshire being rolled out. Broader approach held until this has been done to improve the likelihood of a positive response. Still on hold. |
| 13 | | A common approach to self-evaluation and improvement will be explored. Support for this will be commissioned. | | Detailed planning for the organisation, commissioning of support and production of materials | 4 | All on track (see 3, 4 and 5 above). Full implementation in Q4 |
| **Regional Impact** | | | Changes in **Professional Practice** | Rapid progress made by our one council in adoption intervention so that it is now mid-table.  Several other councils making rapid progress on early help, several directly tied to SLI work. | | | | |
| Changes in **Policies or Procedures** | Development of common set of “herd indicators” and their use,  Begin development of practice audit toolkit,  Beginning development around signatures of risk. | | | | |
| Changes in **Effectiveness of Relationships** | Much greater openness in BPNs | | | | |
| Introduction of **New Tools or Products** | See above. | | | | |
| Trialling of **New Ideas and Concepts** | The notion of Herd Indicators is new to most councils.  MASH is less new but is rapidly gaining ground.  Cross agency and cross council approaches to CSE are in hand in Lancashire Police area and are developing elsewhere. | | | | |
|  | **LEADERSHIP** | | | | | |
| 14 | Sponsor a further ALPS cohort | | | Complete | 4 | Complete |
| 15 | Allocate funds for regional priorities to BPN. | | | Allocations made | 4 | Allocations made |
| 16 | Develop programme for AD mentoring for new AD, AD in challenging situations and Aspirant Graduates. | | | Programme devised and approved | 3 | Programme for Aspirants implemented in partnership with VSC. Mentoring in progress.  Programme for the other two categories discussed and agreed. Two initial Mentees being supported through this programme. Implementation during Q3. This Action will be supported through into 2013/14 by funding from the Succession planning programme |
| 17 | Develop sustainability and continuity strategy jointly with the Succession Planning programme. | | | Sustainability Strategy agreed | 4 | Strategy agreed. Amalgamation with Succession Planning, ADCS Support and Social Care Support agreed. Staffing structure and short-term commissions agreed and several in place. Several already in place. Pilot of bringing together Early Support and Targeted Support agreed. New, simplified governance structure agreed. Longer term direction of travel identified for further exploration. |
| **Regional Impact** | | | Changes in **Professional Practice** | Amalgamation of several hitherto separate initiatives into a coherent regional improvement team.  Embedding councils as taking a “Lead Client” role on behalf of their colleagues across the region for particular strands. | | | | |
| Changes in **Policies or Procedures** | Sustainability strategy agreed. | | | | |
| Changes in **Effectiveness of Relationships** | Implicit in the above. | | | | |
| Introduction of **New Tools or Products** |  | | | | |
| Trialling of **New Ideas and Concepts** | Implicit in the above. | | | | |

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|  | **COMMUNICATIONS AND ENGAGEMENT** | | | | | |
| 15 | Bring together NWCIB communication s with NWADCS communications | | | Done | 4 | Done |
| 16 | Engage with the new Minister | | | Arrange meeting | 4 | Very positive meeting held. |
| **Regional Impact** | | | Changes in **Professional Practice** |  | | | | |
| Changes in **Policies or Procedures** |  | | | | |
| Changes in **Effectiveness of Relationships** |  | | | | |
| Introduction of **New Tools or Products** |  | | | | |
| Trialling of **New Ideas and Concepts** |  | | | | |

| Regional Issues | | | |
| --- | --- | --- | --- |
| Ref | Description | Impact | Action Being Taken: |
| 1 | One council at risk following CSE events and subsequent national profile. Not in TS; Inspected and found to be inadequate despite OFSTED Team’s findings on site | High on that Council; Med on the Region. | * DCS seconded from a neighbouring Council * AD recruited as an Interim * Support package scoped and implemented via C4EO * £20K allocated from regional funds * Peer Review of Safeguarding requested and being settled * LGA Media support to the Council * Offer of support to the (new) Chief Exec via the NWCB Lead Chief Exec * Support to the Lead ember via LGA, paid for by NWCIB * Work on CSE in all sub-regions |
| 2 | Turbulence in Leadership. High level of change in DCS and AD posts. Changes in council structures. High level of stretch in workload and capacity. Instability in leadership potentially leading to significantly higher levels of risk in the system. | High | * Support for colleagues in these roles through the Leadership Programme * This is a medium term risk with far reaching implications. Further discussions will take place in the region but the issue may also national attention. |

| Regional Expenditure | | | |
| --- | --- | --- | --- |
| a | Total Grant for 2012/13: | £402,000 | Comments on Regional Expenditure |
| b | Spent at end of period | £229,000 |  |
| c | Balance (a - b) | **£173,000** |

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| **CIB Logo** | | | **2012/13 Regional  Highlight Report** | |
| **South East** | | | | Status\* |
| **3** |
| Regional Programme Manager | Richard Tyndall |  | | **Quarter 3** |

|  |  |
| --- | --- |
| Major Successes | * Peer Challenge Round 2 – all 8 Challenges complete – 6 month reviews in hand. * Peer Challenge Round 3 – 6 Challenges signed up and due in the field between November and February * Peer Challenge Round 4 – 5 Challenges signed up for Feb – Apr 2013 * Peer Challenge Round 5 – 5 Challenges signed up for May - Jul 2013 * First Safeguarding Practice Challenge on site January 2013 |
| Regional Overview | * Peer Challenge now maturing with some authorities coming back for 2nd (and 3rd) Challenges * “Modern Canary” diagnostic tool being merged into “What Good Looks Like” framework. * New projects started for ethnographic interviewing, peer challenge for schools, cross-border children’s support pathways * Planning for LSCB Chairs and Corporate Parenting projects underway * Working with Succession Planning on legacy and SWAP planning * Learning from Ofsted workshops planned |

| Regional Delivery Plan Progress | | | | |
| --- | --- | --- | --- | --- |
| Ref | Proposal | Planned progress at  end of this Quarter | Status\* | Progress achieved at  end of this Quarter |
| **1** | **PEER CHALLENGE** | | | |
| 1.2 | Peer Challenge Round 2: Bracknell Forest (2nd); Brighton and Hove (2nd); East Sussex; Hampshire; Medway; Portsmouth; Surrey; Wokingham. | 8/8 visits complete  6 month follow up started | 4 | 8 complete  Feedback report complete  6 month follow ups started |
| 1.3 | Peer Challenge Round 3: Autumn 2012 | Sign up for 6 peer challengers | 4 | 6 signed up Buckinghamshire (tba); Isle of Wight (Feb); Milton Keynes (Feb); Oxfordshire (Feb); Reading (complete); Southampton (Feb). |
| 1.4 | Peer Challenge Round 4: Spring 2013 | Sign up at least 4 challengers | 4 | 5 signed up West Sussex (Mar), West Berkshire (2nd), Bracknell Forest (3rd) Surrey (2nd), Kent (March)  And a further 5 committed to round 5 Summer 2013  Portsmouth (June) (2nd); Brighton and Hove (3rd); Hampshire (2nd); Medway (2nd); Slough; |
| 1.5 | Regional Review of effectiveness and contribution to National review (need to contact John Harris to coordinate) | 6-month reviews of Peer Challenge Round 2 planned | 3 | Feedback from Round 2 collated and published; 6 month reviews underway |
| 1.6 | Safeguarding Peer Reviews. | Complete in Slough, Kent and Portsmouth | 4 | Slough, Kent and Portsmouth complete. Medway now due to start 3 March 2013 |
| 2 | **EARLY SUPPORT** | | | |
| 2.1 | Review of work commissioned from West Sussex on leading or predictive indicators of service failure | Work commissioned in March 2012 | 2 | This work has been delayed |
| 2.2 | Diagnostic Tool combining all sources of information – Code name “The Modern Canary”. This will use published data (2.4 below); operational data (see 3.4 below); interpretation of published judgements (2.5 below); soft intelligence; it will cover both risk & resilience | Prototype in place | 3 | This work is now being merged with the National “What Good Looks Like” framework |
| 2.3 | We will work with John Harris on developing and adopting the data/information sharing and escalation of concern protocol. | Included above | 3 | Have shared the draft information/proposals at the SE DCS meeting. John’s involvement most constructive |
| 2.4 | We will commission Rosemary Perry to study and analyse the Atkins Data set | Commissioned, drat report submitted | 4 | Commissioned |
| 2.5 | We will refresh the work done by Penny Reuter to analyse and understand the common messages from published inspection and assessment reports, including Adoption Scorecards. | Analysis Refreshed | 4 | Complete |
| 2.6 | We will develop a way of capturing locally sourced soft intelligence (to be explored with DCS meetings) | Further discussions at SE ADCS meeting | 2 | We have discussed this at the SE DCS meeting but no clear way has been agreed to share soft intelligence. We will look at the information emerging from the East Sussex work (Workstream 1). |
| 2.7 | Interventions on Request (Early Support requested on the basis of the Diagnostic Tool described above) based on say, 5 at £20k each | To be followed up after September SEADCS meeting | 3 | 2 volunteers have emerged. Projects approved as a result of identifying the LA most likely to be inspected September 2012-June 2013. One has requested a Safeguarding Practice Challenge (on site Jan 2013); another has commissioned deep dive assurance work. |
| **3** | **POLICY PRIORITIES** | | | |
| 3.1 | Further developing the work of LSCBs across the South East  Liaison with the Regional LSCB Chairs meeting:  - Learning from pilots  - Supported first use of new techniques for Serious Case Review by Local Safeguarding Children Boards  - Preparation for the new Ofsted safeguarding inspection regime | Liaison with the Regional LSCB Chairs meeting | 3 | Paul Burnett (Slough LSCB) and Richard Tyndall to commission a specific piece of work |
| 3.3 | Research into successful delivery models where there has been a sustained reduction in CP and/or LAC (also with good inspection outcomes). | (Workstream I) – continuation of work coordinated by East Sussex | 4 | Underway – report due to 25 January2013 SE ADCS meeting |
| 3.4 | Data Analysis | (Workstream II) – continuation of work coordinated by East Sussex | 4 | Underway |
| 3.6 | Legal Services - To explore successful and cost effective legal services and service delivery models. Include research into models/practices that are successful in challenging court directed costs in relation for contact, special assessment and Parent and Baby Placements. | (Workstream IV) – continuation of work coordinated by East Sussex | 2 | This work includes Essex CC, and research into models of good practice is underway |
| 3.8 | Commissioning early support intervention in response to analysis of the National Data Set of Adoption Scorecards recently published by the DfE. | Awaiting new publication date next quarter | 3 | No early intervention required following first or second publication round |
| 3.9 | Continuation of the Bracknell Forest and Bucks Early Years Data Project | Good progress | 4 | Project Board with University of Reading work is underway with a longitudinal study of chidlren accessing Children’s Centre support to identify the impact of the interventions. |
| 3.11 | Coordinating and sharing work on Trouble Families initiatives across the region | To be followed up after September SEADCS meeting | 3 | No action following meeting with a sub-regional group of coordinators |
| 3.12 | Requests to DCS for good ideas for projects/joint working | Requests to follow after September SEADCS meeting | 4 | 3 projects approved: Reading Ethnographic Interviewing for Children’s Centres; Medway Peer Challenge for Schools. West Berkshire Cross-border Children’s Support Pathways. Corporate Parenting project in development |
| 3.13 | Evaluation of impact of early intervention work or permanence of placements for Looked After Children | At least three subscribers | 4 | Subsidised LARC5 subscription on 50/50 basis Bracknell Forest, Kent and Portsmouth 3 x £4k. |
| **4** | **LEADERSHIP** | | | |
| 4.1 | Training for two 25-strong cohorts of new coaches and mentors, including training for how to be a Peer Challenger | 2 cohorts planned and recruited | 4 | On track  Cohort three residential complete |
| 4.2 | Internships – Transformation projects – incidental expenses and facilitation fees | Placements agreed | 4 | On track |
| **5** | **SUPPORTING BEST PRACTICE** | | | |
| 5.1 | Focus on service user outcomes; Evidence base; support “come and see” showcase activity to cover marginal costs. | To be followed up after September SEADCS meeting | 2 | Leads established in MK, Portsmouth, Surrey, Wokingham and Hants |
| **6** | **COMMUNICATIONS AND ENGAGEMENT** | | | |
| 6.1 | 6% management fee (for BFC) | On track | 4 | On track |
| 6.2 | Programme Manager (R Tyndall) | On track | 4 | On track |
| 6.3 | Newsletters, communications etc | On track | 4 | 6 issued |

| Regional Issues | | | |
| --- | --- | --- | --- |
| Ref | Description | Impact | Action Being Taken: |
| 1 | Some delays with starting/commissioning smaller projects | Low | Extra attention from Programme Manager/Regional Board … individual progress chasing sheets sent to each DCS |

| Regional Expenditure | | | |
| --- | --- | --- | --- |
| a | Total Grant for 2012/13: | £408,300 | Comments on Regional Expenditure |
| b | Spent at end of period | £200,000 |  |
| c | Balance (a - b) | **£208,300** |

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| **CIB Logo** | | **2012/13 Regional  Highlight Report** | | |
| **South West Region** | | | | Status\* |
| **3** |
| Regional Programme Manager | Bronwen Lacey | |  | **Quarter 3** |

|  |  |
| --- | --- |
| Major Successes | * Peer Challenge training continues to receive very positive feedback * Early Years demonstrator site developing and aligned to Workforce Development and Sector Led Improvement work * Full integration/alignment of Succession Planning and Sector Led Improvement achieved and our Sustainability Plan submitted. * Two new training courses developed – higher level skills for Peer Challenge. * Closer engagement from regional Chief Executives & Lead Members group & additional bespoke training being planned for qtr 4. * Engagement of regional Data Group in the development of our Performance Framework/Scorecard. * Successful regional workshop with national speakers on developing the new “middle tier”, in terms of School Improvement support. |
| Regional Overview | * The third quarter activity has focused on three main areas:  1. Continuing to train all participants to deliver Peer Challenge. Whilst Lead Members and Chief Executives are invited to multi agency training programmes but we are developing bespoke programmes to better meet their needs. We are now planning to seek greater engagement from LSCB Chairs. We have also developed two higher skills courses ( Exploration Skills and Skills for Difficult Conversations) to support Peer Challengers. 2. The regional Data Group has worked on our proposal for a regional Performance scorecard. This will better inform the targeting of early support and our regional priorities for 13/14. 3. Consultations have been held with DCS’s, Lead Members and Chairs of LSCB’s to consider how best to refresh our arrangements for Self Assessment and Peer Challenge in 2013/14, including exploring the potential of the Safeguarding Practice Challenge as part of our early support offer. |

| Regional Delivery Plan Progress | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Ref | Proposal | | | | | Planned progress at  end of this Quarter | Status\* | Progress achieved at  end of this Quarter |
| 1 | Peer Challenge Training Events | | | | | Completed | 4 | Completed. Excellent evaluation feedback. More bespoke training planned for Chief Execs and Lead Members |
| 2 | Peer Challenges | | | | | Completed | 3 | A very busy quarter. A number of different models for PC in development. Some delays with 3 PC’s needing to complete in early April because of staff capacity issues. |
| **Regional Impact** | | | Changes in **Professional Practice** | Beginning to receive good feedback about the way training is impacting on day to day organisational culture inside LA’s. Greater openness about self assessment. Coaching skills impacting positively on Supervision practice in some LA’s. Greater awareness of performance data and tracking to manage workload and quality. | | | | | | |
| Changes in **Policies or Procedures** | Sign up to more information sharing on performance data across the region. Exploring the potential for more region wide policies/procedures in key areas. | | | | | | |
| Changes in **Effectiveness of Relationships** | The Sector Led Improvement agenda is helping the region to secure greater attendance and engagement across some important regional groups. We are investing in more support to ensure really effective regional governance arrangements for the AD’s of Social Care. | | | | | | |
| Introduction of **New Tools or Products** | Two new training courses. (mentioned above).  Development of SWISH (information sharing hub) | | | | | | |
| Trialling of **New Ideas and Concepts** | Four different models of Peer Challenge in operation this quarter. | | | | | | |
| 3 | Independent analysis of Peer Challenge | | | | | Completed | 4 | Regional specification was developed but national advice in September from Colin Hilton was no further action. Therefore taken part in the NFER survey. |
| **Regional Impact** | | | Changes in **Professional Practice** | | |  | | | | |
| Changes in **Policies or Procedures** | | |  | | | | |
| Changes in **Effectiveness of Relationships** | | |  | | | | |
| Introduction of **New Tools or Products** | | | We plan an evaluation survey in Q4 to inform our refresh of both Self Assessment and Peer Challenge. | | | | |
| Trialling of **New Ideas and Concepts** | | |  | | | | |
| 4 | LA Data Group | | | | | Completed | 3 | A regional scorecard is in the process of being finalised including an agreed suite of indicators. |
| **Regional Impact** | | | Changes in **Professional Practice** | | |  | | | | |
| Changes in **Policies or Procedures** | | | There is the potential to agree region wide definitions for key performance information. A growing sense of needing to undertake certain self assessment and quality assurance processes together. | | | | |
| Changes in **Effectiveness of Relationships** | | | Evidence of added value emerging from representatives of the Data Group sharing Best Practice approaches amongst themselves. | | | | |
| Introduction of **New Tools or Products** | | | We have identified key indicators of “organisational health” to include in our performance scorecard. | | | | |
| Trialling of **New Ideas and Concepts** | | |  | | | | |
| 5 | Early Intervention support | | | | | Completed | 4 | Allocations made and on-going.  Increasing interest across the region in the London Safeguarding Practice Challenge being part of our offer for 2013/14.  Safeguarding Peer review in 2 LA’s and one more planned before year end. |
| **Regional Impact** | | | Changes in **Professional Practice** | | | Development Demonstrator site, access to Sector Specialists and the network of Regional Programme Managers are all helping to access and share best practice. | | | | |
| Changes in **Policies or Procedures** | | |  | | | | |
| Changes in **Effectiveness of Relationships** | | |  | | | | |
| Introduction of **New Tools or Products** | | |  | | | | |
| Trialling of **New Ideas and Concepts** | | |  | | | | |
| 6 | Regional analysis of Strengths and Vulnerability | | | | | Completed | 4 | All of this activity covered in comments above about our regional performance scorecard. |
| **Regional Impact** | | | Changes in **Professional Practice** | | |  | | | | |
| Changes in **Policies or Procedures** | | |  | | | | |
| Changes in **Effectiveness of Relationships** | | |  | | | | |
| Introduction of **New Tools or Products** | | |  | | | | |
| Trialling of **New Ideas and Concepts** | | |  | | | | |
| 7 | Peer Support and Skills Audit tool | | | | | Completed | 4 | Skills Audit proforma continues to be completed across the region to create our Skills Bank. Undertaken after each training event. More mixed PC teams likely to be part of 13/14. |
| **Regional Impact** | | | Changes in **Professional Practice** | | |  | | | | |
| Changes in **Policies or Procedures** | | | Succession Planning and Workforce Development programme has a higher profile as a result of alignment to Sector Led Improvement. | | | | |
| Changes in **Effectiveness of Relationships** | | | PC process & the pool of Peer Challengers is increasing the amount of collaborative work across LA’s. | | | | |
| Introduction of **New Tools or Products** | | |  | | | | |
| Trialling of **New Ideas and Concepts** | | |  | | | | |
| 8 | 1. Developing the Middle Tier – The Future Role of LA’s in Supporting School Improvement 2. Sustainability Strategy 3. Lead Members 4. Support to AD Social Care group | | | | | Completed  Completed  On-going  On-going | 4  4  3  3 | Successful event with national speakers  Good feedback received  More bespoke training planned in qtr 4  Investment in this group of colleagues to ensure they are well supported to deliver on regional priorities and share best practice |
| **Regional Impact** | | | Changes in **Professional Practice** | |  | | | | | |
| Changes in **Policies or Procedures** | |  | | | | | |
| Changes in **Effectiveness of Relationships** | | More effective and collaborative across a range of colleagues and networks, including Elected Members. | | | | | |
| Introduction of **New Tools or Products** | |  | | | | | |
| Trialling of **New Ideas and Concepts** | | School Improvement has helped stimulate individual LA’s to consider what the most effective “middle tier” will be like. How to ensure good school to school support & to explore different models emerging outside the region. | | | | | |
| 9 | Policy priorities | | | | | In development/ implementation | 3 | Focused on Early Intervention, Munro and Adoption and Family Justice. Aligned to national offer of events. |
| 10 | Supporting Best Practice  SWISH E learning Hub | | | | |  | 3 | Implementation in progress. |

| Regional Issues | | | |
| --- | --- | --- | --- |
| Ref | Description | Impact | Action Being Taken: |
|  | Inevitably, pressure of the day job is impacting on the effectiveness of networks across the region. Internal restructuring of LA’s including developing “twin hatter” roles at Chief Officer level are impacting on capacity. | High | The region has established a network of groups each with a DCS champion and the work of each group continues to be aligned to the Business Plan and delivery of the wider improvement agenda. |

| Regional Expenditure | | | |
| --- | --- | --- | --- |
| A | Total Grant for 2012/13: | £313,000 | Comments on Regional Expenditure |
| B | Spent at end of period | £203,064 | Qtr 3 spend focused on early support following Peer Challenge and Peer Review activity, Data Scorecard, Programme Management, training costs and development of SWISH technology for sharing practice. **All £313,000 of our grant is fully committed for year end 31.3.13.** |
| c | Balance (a - b) | **£110,036** |

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| **CIB Logo** | | **2012/13 Regional  Highlight Report** | |
| **West Midlands** | | | Status\* |
| **3** |
| Regional Programme Manager | Karen Marcroft / Claire Burgess | | **Quarter 3** |

|  |  |
| --- | --- |
| Major Successes | * Good progress with delivery of peer challenge and engagement of LMs and CX happening. * Early Sector Support – agreed criteria working. Six councils have received/ are receiving early support this financial year. Brokering and monitoring is working well - enabling both learning and knowledge to be fed back into the improvement system * Commissioned analysis of need and areas of strength in the region completed looking at a range of data and intelligence that is publicly available for each individual council, but also including peer review, self-assessments and peer challenge. This analysis also looked at benchmarking the region nationally in terms of its performance in children’s services and the trajectory of performance over the last three years, identifying areas/themes potentially for regional offers going forward into next year. There now exists a regional summary of performance against selected measures which will be reviewed annually * Significant piece of work being co-ordinated by IEWM looking at position statement of sector led improvement across the region – activity that is happening, capacity and engagement of councils focusing on corporate, adults and children. Key aims are to get an up to date picture of what activity is happening, how it is linked, what the issues, challenges and opportunities are and, for children’s services specifically, an understanding of performance strengths and challenges. This will then be used to engage CXs, Leaders, Lead Members and others, to raise awareness and participation. * Alignment of SLI Board with ADCS group and ADASS achieved * Review of SLI Board membership – broadened to now include 2 LMs, 2 DCS, 2 LSCB chairs and Workforce regional lead – first meeting with new Governance in January * Good integration between TSS work in the region and universal and early support with increasing sharing of learning and brokering of support * 5 West Midlands LAs now participating in the LARC research (50% of national work) examining the effectiveness of approaches around neglect. Researcher now in the field in 5 WM councils. Each LA to consider the approaches used with 5 families whose needs range from very early intervention to edge of care. * On-going regional input to the development of the children missing from care reforms. Cross-governmental proposals to be considered by new Minister. * Lead Member network in the region has now been re-established with good engagement in the SLI programme * Excellent attendance at the LGA Lead Member Leadership Academy (11 Lead members and 1 Scrutiny chair will have attended by end of February 2013) * Adoption research in Birmingham now completed - The Customers Story – Research into the experience of prospective and successful adopters of Birmingham City Council adoption process – carried out by Birmingham City Council Strategic Research Team * The three Munro demonstrator sites are up and running and learning events advertised. Depending on need and areas of focus, being linked to TSS authorities in the region * Agreement and implementation of additional £25k funding from the Succession planning transformation and leadership development budget (75k) to 3 x Munro demonstrator sites to provide mentoring and placement of staff to support peers and gain leadership experience with aim of supporting SLI in the region * Work to develop commissioning appraisal options in relation to children’s health and vulnerable children and young people completed with the aim of widening the scope for regional commissioning where appropriate./ erving or participating in a Peer Review or other similar activitypenditure and enagement accross |
| Regional Overview | * The integrated business plan continues to add value to improvement and development work across the region enabling the funding to be used to support a robust and systematic approach to improvement with flexibility for development priorities. * Activity on peer challenge continues providing significant learning about what works/does not work regionally - supporting the development and review of the model. An outline framework for a sector led improvement model in the region has been developed and will be out for consultation early in the next quarter * Sector led improvement has an increasing focus an agenda item for the Regional Chief Executives Group( RCEG) and the Chief Executives’ Task Force (CXTF). At the last information exchange meeting in Q2, a meeting that brings together regional improvement leads across the adults, children’s and corporate sector improvement, it was agreed that a join piece of work should be done to pull what is happening in the region together with the aim of having a position statement that could then be taken out to key stakeholders to raise awareness and participation. This work has now been completed and a programme of visits to councils is being arranged by a small group of Chief Executives. With respect to children’s services this will raise the issue that as a region the West Midlands does not perform well and that this has been on a downward trajectory, with a few notable exceptions. * Engagement of political leaders in the region is developing - Lead Members in the region are beginning to set the pace in some areas, with a core group now meeting regionally. There is a proposition from members on the table to set up a scrutiny network and this will be further pursued in Q4 * As a result of the needs analysis that was carried out across the region – 5 key themes for improvement support were identified going forward which will be built into the business plan for 2013/14 |

| Regional Delivery Plan Progress | | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Ref | Proposal | | | | | Planned progress at  end of this Quarter | | | Status\* | | Progress achieved at  end of this Quarter | |
| **1** | **PEER CHALLENGE** | | | | | | | | | | | |
| 1.1 | | All LAs in the region to receive a peer challenge | | | | 14 authorities receive a peer challenge | | | 3 | | Peer challenges completed – 9 (two authorities have done a second challenge)  Peer challenge in planning – 6 (including second phase of second challenge for 2 authorities above)  Peer challenges not started but in discussion – 3  Peer Safeguarding Peer Reviews – 11 now completed in the region, 1 taking place Q4, 1 planned for autumn 2013 and one still in process of being arranged  This has been in the context of 5 CP Ofsted inspections in the last 2 quarters and 3 safeguarding peer reviews | |
| 1.2 | | Review of peer challenge model in context of a whole system approach to SLI | | | | | Review and discussion of model with key stakeholders. | | | 4 | | Discussions about the model for peer challenge going forward into 2013/14 have taken place at ADCS and the SLI Board and a draft of an improvement model for consultation developed. This has been agreed in principle by ADCS, SLI Board and the CX group, the more detailed discussions will happen in Q4 with wider consultation with WM Councils members and Lead Members. | |
| **2** | | **EARLY SUPPORT** | | | | | | | | | | | |
| 2.1 | | Ability to identify, commission and deliver support to authorities requiring early help  . | | | | | Early support being delivered in the region.  Clearer idea of areas of improvement need in individual councils, but also emerging themes as a region to inform regional commissioning. | | | 3 | | Significant activity has taken place this quarter with four authorities receiving early support funding for identified improvement work and plans in place for a further two to receive support in Q4.  Analysis of need completed across all 14 councils in the region identifying common themes for improvement support.  Support, brokering and monitoring arrangements in place to support the process.  Increasing use of sector specialists both within and outside of the region.  Planning started on how to integrate capacity from MLF going forward. | |
| 2.2 | | Experience exchange events: learning and leadership development for the future arising from sector led improvement: E.g. Peer Challenge participants at DCS, AD, Lead Member, CEX, Leader and Senior Management Level, and SLI Leads. Include relevant aspects of adult services agenda. | | | | |  | | | 2 | | SEND event held aimed at heads of school improvement, Finance and SEN colleagues in Sept 2012  “From fragmentation to integration” Children’s Health and Wellbeing event attracted 80 attendees from LAs and Health partners in Dec 2012 | |
| **Regional Impact** | | Changes in **Professional Practice** | **Peer Challenge:**  Perceived move in culture of sharing and openness and using the sector to share experiences, challenges and opportunities for support.  Increased application and transferring of skills and leadership behaviours from experience of safeguarding peer review to peer challenge.  Increased awareness and active seeking of peer support from outside of the region in areas of good practice to bring new learning in.  Beginning of shift to more reflective, peer support/challenge model nearer the front line eg. use of coaching, ALS  Increasing recognition that reflection of practice and self-improvement culture is a crucial part of successful outcomes.  **Early Support:**   * A greater degree of willingness to share areas of challenge and ask for support leading to a more open and transparent culture around performance in the region * Seeing new opportunities for sharing good practice eg. A council asking an LA outside of the region to challenge and offer support in an areas they want to improve that the other authority is good at. | | | | | | | | | | | |
| Changes in **Policies or Procedures** | **Peer Challenge:**  Examples from peer challenges where the review process itself has led to identification of policies or procedures that have been implemented, reviewed or changed as a result. Examples are:   * new ways of working with foundation year pupils in one LA * change in adoption procedure   **Early Support**   * One LA that did not implement recommended improvements in time for its Ofsted Inspection has since been advising others that if it had done, inspection results would have been better.. | | | | | | | | | | | |
| Changes in **Effectiveness of Relationships** | **Peer challenge:**  The increasing inclusion of LMs and more recently CXs in peer challenge is strengthening their engagement and strategic understanding. An example is following a peer challenge on adoption, the authority were involved in a DfE visit as a result of the adoption scorecard exercise and it was noted by the DfE team that the LM seemed very knowledgeable on the subject.  **Early Support:** An increase in the sense of a common aim to improve performance ‘together’ with an increasing focus on what activity and how it should be commissioned. More sharing of information – adoption scorecards pre-publication, inspection feedback as it happens and self assessments. One LA not yet fully engaged like this. | | | | | | | | | | | |
| Introduction of **New Tools or Products** | **Peer challenge:**  The post Munro benchmarking system  Quality assurance framework narrative template for adjustment and utilisation by LAs.  IRO-operated system for quantification of quality measures – evidence base and outcome focus of CPPs.  Deprivation linked safeguarding rates produced and now in CIB data profile nationally across the regions  Regional benchmarking of other key performance areas.  **Early Support:**  The development of an annual benchmarking tool | | | | | | | | | | | |
| Trialling of **New Ideas and Concepts** | **Peer Challenge:**  Use of reciprocal peer challenge where two or more authorities identify a common area and peer challenge each other.  Trialling of a two stage approach to peer challenge where the first stage involves the DCS, LM and CX and looks at the broader challenge of the self-evaluation and priority areas for improvement and the second stage looks at the detail of the subject area chosen for the peer challenge. | | | | | | | | | | | |
| **3** | **POLICY PRIORITIES** | | | | | | | | | | | |
|  | **Munro Implementation** | | | | | | | | | | | |
| 3.3 | Building on existing regional benchmarking set, to implement agreed new post-Munro LSCB dataset: support to enable tool development, data collection, managing, collating and hosting for the year, results to LAs quarterly, informing peer challenge and early identification of emergent issues | | | | | Ready for operation at end of 1st Quarter | | | 4 | | Second quarter’s data collected, checked, analysed by group and to be reported to Directors in Jan 2013. | |
| 3.4 | Implementation of Munro recommendations and good practice and learning | | | | | 3 Munro demonstrator sites set up with programmes for learning exchange in place | | | 4 | | All 3 demonstrator sites have developed their plans and programme offer – delivery starting in Q4.  Alignment with MLF programme to offer enhanced leadership development opportunities eg shadowing, placements, mentoring etc. Supported by £25k per site funding from Succession Planning transformation budget.( Stoke and Staffordshire). The 3rd to align to SWAP, since one of only 2 “Good” safeguarding LAs in the region. | |
| 3.5 | Development of post-Munro quality assurance tool for use by IROs & CPCs in LAC reviews and CP reviews | | | | | Developed by co-chairs of performance, data and quality improvement network | | | 4 | | Being used in the region and available to other regions. Positive feedback from Ofsted about its implementation. | |
|  | **Commissioning and efficiency** | | | | |  | | |  | |  | |
| 3.8 | Further regional activity around improving outcomes through collaborative commissioning of SEN, residential and fostering placements | | | | | On-going until March 2013 | | | 4 | | Dedicated commissioning manager funded by ADCS and IEWM continues to work on this | |
| 3.10 | Populate Narrowing the Gap tool with KS2 FSM data for LAs to inform and enable strategic targeting of early help | | | | | Not yet due | | | 1 | | Due to be completed in Q4 | |
| 3.11 | Widen scope of commissioning work following network review to increase savings for LAs, consider 16-19 provision, LLDD commissioning, targeted youth support, foster carer recruitment, and increase health links (see below) | | | | | Initiated, for completion by end Mar 2013 | | | 3 | | IEWM funded implementation work to be carried forward during 2013/14 | |
| 3.12 | Explore and develop CYP aspects of JSNAs and link to CCGs across the region, e,g. substance misuse, teen conceptions, mental health, early intervention, targeted youth support, maternity, preparatory phase for increased regional commissioning scope | | | | | (due for completion by end Mar 2013) | | | 3 | | Analysis and option appraisal phase completed in Q3 | |
|  | **Early Help** | | | | |  | | |  | |  | |
|  | Early intervention work, ascertain effectiveness of commissioned interventions on CYP outcomes including strong link to Troubled Families, being scoped by network group members May 2012. | | | | | Research to start in this quarter | | | 4 | | * 5 West Midlands LAs participating in the LARC research (50% of national work) examining the effectiveness of approaches around neglect. Each LA to consider the approaches used with 5 families whose needs range from very early intervention to edge of care. | |
| **Regional Impact** | | Changes in **Professional Practice** | | The activity within the themes of Munro implementation and early help is contributing directly to professional learning and regional knowledge exchange that will have an impact on professional practice going forward | | | | | | | | | | |
| Changes in **Policies or Procedures** | | Strong regional networks representing all 14 LAs and is able to pick up strategic priorities in the region for development | | | | | | | | | | |
| Changes in **Effectiveness of Relationships** | | As a result of the integrated activity that is developing there are early signs of improved targeting of resources and strategic planning across the region | | | | | | | | | | |
| Introduction of **New Tools or Products** | | The introduction of the data, performance and quality insurance tools mean that the quality of data and intelligence for analysis is improving, which should enable better targeting of resources. | | | | | | | | | | |
| Trialling of **New Ideas and Concepts** | | The linkage between deprivation levels and child protection plan prevalence is about to be mapped by Coventry Uni, enabling consideration of workforce concentration according to need.  The region has a strong presence with the development of the Children Missing from Care reforms | | | | | | | | | | |
| **6** | **COMMUNICATIONS AND ENGAGEMENT** | | | | | | | | | | | |
| 6.1 | Chief Executive and Lead Member Leads to periodically attend WM ADCS Meetings, potential for joint activities to be explored. | | | | | Attended and delivered | | | 4 | | Good communication and engagement from key groups with improved alignment. Opportunities for joint attendance by all parties at meetings from Jan 2103 onwards.  IEWM has acted as facilitator and co-ordinator of regional position stated of sector led improvement across corporate, adults and children’s services. Draft report produced for wider consultation. | |
| 6.2 | CIB Children’s Improvement Advisor and LGA Principal Advisor for the West Midlands to be involved in Sector Led Meetings | | | | | Both attending meetings | | | 4 | | Happening | |
| 6.3 | Regional Leads Meeting regularly | | | | | Meeting held at the beginning of September | | | 3 | | Increasing participation and use of teleconference as well as face to face meetings. | |
| **Regional Impact** | | Changes in **Professional Practice** | | | Increased integration of discussion and debate across the key players in the region in terms of raising performance and improvement activity to support this. | | | | | | | | | |
| Changes in **Policies or Procedures** | | | Refinement of regional model for peer challenge and improvement activity being presented at Jan 2013 meeting of SLI leads and ADCS | | | | | | | | | |
| Changes in **Effectiveness of Relationships** | | | Beginning more open and transparent relationships across the political, corporate and operational domains | | | | | | | | | |
| Introduction of **New Tools or Products** | | |  | | | | | | | | | |
| Trialling of **New Ideas and Concepts** | | | An integrated summary and analysis of sector led improvement support across the region. | | | | | | | | | |
| Regional Issues | | | | | | | | | | | | |
| Ref | Description | | | | | Impact | Action Being Taken: | | | | | |
| 1 | 4.1 & 4.2 Focus on My Leadership Future programme – clarity about impact it has had and how it can be integrated better with SLI programme and meet leadership needs in the region going forward. | | | | | Med | An on-going discussion on integration of leaderships offers across the region to maximise efficiency and targeting. Q4 will see developments in this area. | | | | | |
| 2 | Capacity and consistency to support regional programme going forward | | | | | High | Planning in Q4 about what capacity is needed and how it should be provided. | | | | | |
| 3 | Difficulties getting the regional leads together | | | | | High | The WM has now aligned its SLI Board meeting with the ADCS meeting, and hopefully going forward the DAS meetings, maximising the opportunity for people to attend, particularly those that are joint directors. | | | | | |

| Regional Expenditure | | | |
| --- | --- | --- | --- |
| a | Total Grant for 2012/13: | £311,000 | Comments on Regional Expenditure |
| b | Spent at end of period | £290,000 | Integrated Plan total budget is £1,022,276.  \*Figures reflect committed spend and there are some estimates for staffing costs where invoices are still to be received from seconding authorities. |
| c | Balance (a - b) | **£21,000** |

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| **CIB Logo** | | **2012/13 Regional  Highlight Report** | | |
| **Yorkshire and the Humber** | | | | Status\* |
| **3** |
| Regional Programme Manager | Rob Mayall | |  | **Quarter 3** |

|  |  |
| --- | --- |
| Major Successes | * A regional approach to self-assessment has been designed, endorsed by DCSs and implemented in November/December 2012 * Peer challenge activity at end of Q3 shows 27 separate peer challenge activities across all 15 LAs * An enhanced regional approach to peer challenge 2013/14 has been endorsed by DCSs * Significant ‘policy priority’ activity - particularly in relation to the health agenda |
| Regional Overview | * A productive 3 months, which has seen progress in all elements of the work plan * Regional specialist groups (both ‘established’ and ‘task and finish’), continue to be commissioned by DCSs to drive forward key elements of the work plan. As well as increasing understanding of and ownership for the agenda, this model also adds capacity. * All policy work streams are progressing |

| Regional Delivery Plan Progress | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Ref | Proposal | | | | | Planned progress at end of Quarter | | Status\* | | | Progress achieved at  end of this Quarter |
| **1** | **PEER CHALLENGE** | | | | | | | | | | |
|  | 8 x peer challenge projects identified | | | | | Projects identified and commenced | | 2 | | | 8 x projects initially identified but only 1 is likely to progress.  The peer challenge project process in 2012 was based on the identification of teams of specialists from across the region working collaboratively on projects in response to identified local needs.  Experience taught us that:   * Needs were sometimes difficult to scope into a project, and this created delay, * It was rarely possible to swiftly identify teams to deliver activity.   Evaluation suggests that our model was implemented at a point in advance of the establishment of appropriate supporting structures (e.g. a structured approach to self-evaluation, the availability of a skills bank) which led to challenges in developing a clear scope for projects and unacceptable delays in sourcing expertise. These delays often meant that local solutions to meet needs had been identified, therefore obviating the value of a peer challenge project. |
|  | Participants identified to undertake peer challenge activity | | | | | Participants identified and matched with peer challenge projects | | 3 | | | 23 participants identified. As Skills Bank (see below) expands, the matching of participants to activity will become more efficient)  Regional Protocol compiled and launched (describing ‘rules of engagement’ when operating in other local authority areas) (endorsed by regional ADCS group). |
|  | Identify, recognise and harness other peer to peer challenge activity in the region | | | | | Identify and record ‘informal’ peer challenge | | 4 | | | 27 informal peer challenge activities across 15 local authorities have been identified and mapped.  All comply with an expanded regional definition of peer challenge, i.e.:   * Identification of a need by host authority * Senior managers from another LA work as a team to analyse, challenge and support * Recommendations for improvement are made   Nearly all per challenges have been stimulated at DCS level. A regional Assistant Director group is now embracing this approach and have committed in their annual work plan to 1:1 peer challenge visits in all LAs.  There is a strong regional commitment to continuing and capturing ‘informal’ peer challenge activities alongside the introduction of a more systematic, consistent and structured approach to peer challenge in 2013/14 |
|  | Training planned for peer challenge | | | | | Design training | | 3 | | | Training has been designed and provided to introduce participants to peer challenge activity in the context of undertaking activity in other local authority areas. (Regional Protocol (see above) underpins training activity)  DCSs have endorsed plans for 2013/14 which include training for ALL staff involved in peer challenge processes. |
|  | Extend self- assessment activity | | | | | Structured, regional approach to self- assessment established | | 4 | | | Lead DCS identified for self-assessment. The Regional Performance Managers group were commissioned to develop a structured, regional approach to self- assessment. (July – October 2012)  Recommendations for a self-assessment framework and process were agreed by the regional ADCS group in October 2012  Self-assessment activity has been completed (Dec 2012)  Regional Performance Managers will meet in January 2013 to validate/analyse data and produce regional themes  The process in summary: *a common framework for a self-awareness/self- assessment process, drawing on learning from external and internal analysis of services and outcomes, informed by a regionally agreed data set. This process will culminate in a single self-assessment document for each LA area, which will be analysed by the regional performance managers group (process to be determined), and for each LA, several headlines/hypotheses will be developed.*  Outputs from self-assessment will form the foundation for our sector led Plans for 2013 |
|  | Increase use of data | | | | | Regional data set developed | | 3 | | | The Regional Performance Group have analysed existing data sets as part of self-assessment activity (including Atkins) and have made recommendations to DCSs on the core data appropriate to understanding performance and organisational health and the frequency at which this will be compiled and updated. These recommendations have been approved.  Utilisation of this data set as part of self-assessment processes will inform its continuous improvement and development |
| |  |  |  | | --- | --- | --- | | **Regional Impact** | Changes in **Professional Practice** | Changes in professional practice have resulted from informal peer challenge and are captured in the ACTIONS  section of our informal peer challenge analysis | | Changes in **Policies or Procedures** | Changes in policies and procedures have resulted from informal peer challenge and are captured in the ACTIONS  section of our informal peer challenge analysis | | Changes in **Effectiveness of Relationships** | The engagement of a broad range of individuals and groups in sector led improvement activity has strengthened ownership for this agenda and forged links between and across groups and individuals.  Engagement in regional self-assessment processes has increased openness and transparency across DCSs, Lead Members and senior managers across the region | | Introduction of **New Tools or Products** | The introduction of new tools has resulted from informal peer challenge and is captured in the ACTIONS section of  our informal peer challenge analysis  Self-assessment has been underpinned by standard documentation which has been applied across the region  Self-assessment has been underpinned by a standard data set which has been developed by one LA on behalf of  the region and is shared across all LAs to underpin their self-assessment process  The audit tool to capture informal peer challenge has been adopted by all LAs and will be used in 2013/14 | | Trialling of **New Ideas and Concepts** | The introduction of new ideas and concepts has resulted from informal peer challenge and is captured in the ACTIONS section of our informal peer challenge analysis | | | | | | | | | | | | |
| **2** | **EARLY SUPPORT** | | | | | | | | | | |
|  | Put in place arrangements to enable early support needs to be identified and progressed | | | | | Arrangements in place | | 2 | | | Early support arrangements include:   1. Sub regional engagement in policy projects  * CAF (7 x LAs) * Intensive Family Support (9 x LAs)   Engagement was agreed at regional ADCS level as a result of self- assessment processes identifying either early intervention or IFS as development needs  ii) Regional engagement in social care project focussed on improving efficiency in referral taking. Informal self- assessment processes identified this topic as a shared area of development for 14 out of 15 LAs and led to the commissioning of Professor David Thorpe to undertake research, analysis and propose solutions to improving processes. Several LAs continue to engage David Thorpe.  Iii) Regional engagement in Children’s Social Work Matters campaign and website. This has been a regional response to a shared early support need in relation to recruitment of social workers.  iv) Early support needs identified in one LA as a result of challenging SLAC inspection. Newly appointed interim DCS is engaging with the region, drawing on support as necessary.  v) Early support needs have been identified in Doncaster as a result of a joint meeting of DCSs collaborating with the host DCS. DCSs and regional groups (e.g. regional strategic workforce group are now identifying sources of support to add value to Doncaster’s Improvement Plan intervention)  vi) Early support needs have so far been identified through informal self-assessment mechanisms and professional debate in ADCS regional meetings. These arrangements have provided significant benefits for the region and individual local authorities, but will now be supplemented by more consistent, comprehensive and structured approach to self – assessment, which will give a stronger evidence base on which to build future early support arrangements  vii)We are exploring how to ensure a coherent and complementary role/offer between national CIB and local arrangements where national support is being provided to those LAs in intervention |
| **Regional Impact** | | Changes in **Professional Practice** | | The Early Intervention project has led to changes in practice, most significantly in relation to ‘front door’ practice in social care | | | | | | | | |
| Changes in **Policies or Procedures** | |  | | | | | | | | |
| Changes in **Effectiveness of Relationships** | | A collaborative approach to providing support to one LA in intervention (Doncaster) has proved a powerful display of the strength of collaboration and partnership in the region. A meeting of DCSs led to the development of an offer of support which Officers in Doncaster are considering as part of their planned improvement journey | | | | | | | | |
| Introduction of **New Tools or Products** | | The Early Intervention project has introduced new tools into the region for use in the analysis of practice. It has introduced a web based tool (‘Huddle’) to enable effective sharing of ideas and information | | | | | | | | |
| Trialling of **New Ideas and Concepts** | | The Early Intervention project encourages the use of video analysis as a tool for capturing learning from operational practice. This is being applied in several LAs | | | | | | | | |
| **3** | **POLICY PRIORITIES** | | | | | | | | | | |
|  | Implement phase 2 of safeguarding project, focussing on CAF and Intensive Family Support | | | | | Activities commence  Steering Group established | | 3 | | | 7 x LAs engaged in CAF project 9 x LAs engaged in IFS project  Steering group has now met twice |
|  | Devise and Implement a Munro Action Plan | | | | | Lead DCS identified  Action Plan developed | | 3 | | | 6 x priorities identified (following on from a Munro conference in March 2012) Priorities shared across 2 x regional groups(Workforce Group and Assistant Directors (Safeguarding)) Each Group to develop a work plan for approval by lead DCS |
|  | Identify LA needs re: adoption performance and devise appropriate support | | | | | Lead DCS identified  Action Plan developed | | 3 | | | Regional variation on adoption scorecard developed through collaborative working across two LAs (presents a regional picture and shows adoption performance against a broader range of indicators than headline indicators on scorecard)  Adoption conference attracted over 80 participants |
|  | Reducing LAC | | | | | Action Plan developed | | 3 | | | 3 x LAs collaborating on best practice to reduce LAC. Initial seven point plan identified and now incorporated in Regional Assistant Director Group work plan. |
|  | Raising Attainment at KS2 | | | | | Implement self- assessment and scope next phase | | 3 | | | 2 x LAs collaborating on this activity, which has included development of a self - assessment tool for schools. |
|  | Local Authorities and Schools | | | | | Plan workshop | | 4 | | | Workshop undertaken in January 2013, (originally planned for Autumn, but now to be incorporated in North of England Education conference)drawing on research into new relationships with schools.30 participants) |
|  | Preparing for SEN Green paper | | | | | Deliver workshop and develop recommendations for further action | | 4 | | | Workshop undertaken on 14th September, with DfE input. Aims were to identify Pathfinder practice, emerging picture regarding Children and Families Bill and develop a local/regional action plan which includes areas for regional and sub-regional collaboration.  An action plan has been endorsed by regional DCS group and task and finish groups (25 participants in total) have been established to address 3 strands of activity:   * Developing a single plan * Developing the local offer * Progression at 16 |
|  | Commissioning new Health Services | | | | | Undertake audit and develop recommendations for next steps | | 4 | | | Jointly commissioned (Regional Health Collaborative/ADCS) regional audit to identify progress and perceptions from a range of stakeholders in new health commissioning arrangements has been completed. The outcomes from this process have stimulated the commissioning of a regional conference (11th January 2013) This was attended by 100 delegates. (More comprehensive report on this in Q4 report) |
|  | Managing the new CP Inspection framework | | | | | NOT in original Plan | | 3 | | | Rotherham was the first LA in the region to experience the new CP Inspection framework and was keen to share their learning so that others could prepare effectively for these new inspections. Over 70 participants engaged in this well received workshop. As other LAs experience new CP inspection framework, opportunities are being taken in ADCS and Lead member networks to share learning |
| **Regional Impact** | | Changes in **Professional Practice** | | | | A wide range of professionals have been involved in the region’s policy priorities. This has enabled the networking of people and the sharing of ideas  The SEN work stream has led to the identification of 3 priority areas. Working groups are sharing ideas in relation to current practice, with the chance for best practice to be understood and replicated  The Health work stream included a report following the regional research/audit process, and the planning of a regional conference. The Health Conference (although strictly for the Q4 report) took place on 11 January and 100 participants were exposed to an input from the National Commissioning Board, learning from the Report, examples of practice in the region, practice in relation to Health Visitor integration in one leading edge local authority as well as exposure to a new online commissioning tool. 13 out of 15 LA areas were represented, and action planning was informed by an audit tool designed to capture recommendations in the Report. Several LAs are now using this tool in Health and Well Being Boards and Children’s Trusts. Several Las are keen to collaborate on addressing the implications of integrating the public health agenda  The sharing of learning from CP inspections is enabling LAs to apply learning in their own settings | | | | | | |
| Changes in **Policies or Procedures** | | | |  | | | | | | |
| Changes in **Effectiveness of Relationships** | | | | A wide range of Officers and Members have engaged in the policy work stream, (upwards of 300) which is leading to increased collaboration and sharing of practice. | | | | | | |
| Introduction of **New Tools or Products** | | | | A self- assessment tool has been developed for schools in relation to analysing and improving performance at KS2  An audit tool has been developed to help areas assess themselves against a series of recommendations in a recent regional health report | | | | | | |
| Trialling of **New Ideas and Concepts** | | | | The Health work stream has enabled learning from across the region to be captured and disseminated. The regional report and an audit tool were both distributed and utilised at a conference on 11th January 2013. Several Las are now applying the audit tool | | | | | | |
| **4** | **LEADERSHIP** | | | | | | | | | | |
|  | Ensure that Succession Planning activity is aligned with SLI needs | | | | | Plan for discussions to ensure embedding of leadership development activities as an integral component of SLI | | 3 | | | SPG workshop programme re-designed to account for SLI workshop activity in order to present a coherent programme. ‘Experience’ exchange being developed.  SLI and SPG lead now allocated to one DCS in the region (Denise Hyde)  Work now underway to identify future leadership needs and how these might best be met – led by DCS with responsibility for SLI/SPG and regional manager |
|  | Design and promote phase 2 of Succession Planning activity | | | | | Complete recruitment process and commence delivery | | 3 | | | Recruitment for Phase 2 of Succession Planning now completed and delivery has commenced. High demand for leadership programmes in particular. Design of activity has incorporated elements of SLI need: developing coaching/mentoring skills; skills of analysis; authentic leadership; self-authoring leadership, development of experience exchange. |
|  | Ensure that Lead Member leadership development is continued, building on 1:1 reviews and a LM Network | | | | | Conduct 1:1 reviews.  Continue to coordinate regional meetings | | 3 | | | 1:1 reviews with Lead Members completed (using new statutory guidelines for LM role as a foundation for discussion) (12 conducted by 30/1212)  Lead Member Skills bank being developed  Funding to provide coordination/development support for LM network secured for a further 2 financial years. |
| **Regional Impact** | | Changes in **Professional Practice** | Participants on the Leaders programme have indicated that they are applying constructs and theories from leaders programmes in their everyday practice.(Evidenced by evaluation reports) | | | | | | | | | |
| Changes in **Policies or Procedures** |  | | | | | | | | | |
| Changes in **Effectiveness of Relationships** | Regional Leadership activity prompted, by its very nature, networking across LAs. Evaluation has indicated that this aspect of the leadership programme is amongst the most highly valued elements.  Current leadership programmes are taking networking one stage further, with ‘structured networking’ being built into the programme | | | | | | | | | |
| Introduction of **New Tools or Products** | The skills bank (see below) is now in place and beginning to be populated | | | | | | | | | |
| Trialling of **New Ideas and Concepts** | Skills bank(see below)  Structured networking (see above) | | | | | | | | | |
| **5** | **SUPPORTING BEST PRACTICE** | | | | | | | | | | |
|  | Develop a regional skills bank | | | | | | Framework in place for on-line skills bank | | **3** | Framework for on-line skills bank developed and launched in October  Initial cadre for skills bank identified from:   * those who have participated on and completed the regional senior leaders programme * Those committing to participate in regional peer challenge projects * Assistant Directors of Children’s Services   Aim is to have 100 participants on the Skills Bank by March 2013 and that a minimum proportion (tbc) will have been activity engaged in skills bank activity | |
| **Regional Impact** | | Changes in **Professional Practice** | | | Potential, but not yet realised | | | | | | | |
| Changes in **Policies or Procedures** | | | Potential, but not yet realised | | | | | | | |
| Changes in **Effectiveness of Relationships** | | | Potential, but not yet realised | | | | | | | |
| Introduction of **New Tools or Products** | | | Skills Bank | | | | | | | |
| Trialling of **New Ideas and Concepts** | | | Skills Bank. Now launched and being populated  Skills Bank will lead to changes in professional practice. We have agreed that participants on skills bank can be accessed in a variety of ways including being contacted by DCSs or other senior managers for brief informal conversations, to enable a sharing of expertise and experience. | | | | | | | |
| **6** | **COMMUNICATIONS AND ENGEMENT** | | | | | | | | | | |
|  | Regional CIB in place  Regional coordination arrangements in place  Regional groups commissioned to undertake activity  Reporting and monitoring arrangements in place | | | | |  | | 4 | | | All structures and processes in place |
| **Regional Impact** | | Changes in **Professional Practice** | | | Strengthened collaborative activity across and between DCSs, Lead members and Chief Executives | | | | | | | |
| Changes in **Policies or Procedures** | | | New regional procedures implemented for:   * Sector led improvement annual planning process * Peer challenge * Self-assessment   Regular summary reports, and subsequent debate in CIB, ADCS and Lead member networks on regional processes and their outcomes(the most recent example would be informal peer challenge) has prompted increased capitalisation on learning | | | | | | | |
| Changes in **Effectiveness of Relationships** | | | Greater openness and transparency has included an increased understanding of the respective strengths and needs of individuals as well as organisations. There is strong evidence of informal networking to address issues – recent examples include: DCS collaboration regarding support for Doncaster; lead member collaboration regarding child sex exploitation  Regional working groups have clear commissions from DCSs which strengthened their ownership of the agenda and stimulates greater collaboration across the membership of groups  The Lead member network is increasingly engaging Officers (DCSs) in its meetings to inform thinking. This is strengthening regional collaboration between DCSs and Lead Members | | | | | | | |
| Introduction of **New Tools or Products** | | |  | | | | | | | |
| Trialling of **New Ideas and Concepts** | | | The regional Assistant Director group is introducing paired peer challenge activity. | | | | | | | |

| Regional Issues | | | |
| --- | --- | --- | --- |
| Ref | Description | Impact | Action Being Taken: |
| 1 | The unsuccessful implementation of the originally planned process for peer challenge projects.  NOTE: Peer challenge target still achieved(and exceeded) through the development and capture of learning from alternative approaches | Medium | Evaluation of the original process for peer challenge has identified learning to inform peer challenge 2013/14 |
| 2 | Release of staff for activity (Possible) Although this is a problem yet to be realised, this features as a risk to the expansion of sector led improvement activity, not least in relation to the SWAP programme | Medium | Activity is being designed to minimise excessive demands on the time of a diminishing group of senior managers. |

| Regional Expenditure | | | |
| --- | --- | --- | --- |
| a | Total Grant for 2012/13: | £311,000 | Comments on Regional Expenditure |
| b | Spent at end of period | £189,000 | Expenditure is on target for 100% spend by year end. |
| c | Balance (a - b) | **£122,000** |