

County Offices
Newland
Lincoln
LN1 1YL

31 August 2017

Children and Young People Scrutiny Committee

A meeting of the Children and Young People Scrutiny Committee will be held on **Friday, 8 September 2017 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely



Tony McArdle
Chief Executive

Membership of the Children and Young People Scrutiny Committee
(11 Members of the Council and 4 Added Members)

Councillors R L Foulkes (Chairman), R J Kendrick (Vice-Chairman), M D Boles, Mrs K Cook, Mrs W Bowkett, S R Dodds, M T Fido, C Matthews, A P Maughan, L Wootten and R Wootten

Added Members

Church Representatives: Mr S C Rudman and Reverend Sue Evans

Parent Governor Representatives: Mrs P J Barnett and Dr E van der Zee

**CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE AGENDA
FRIDAY, 8 SEPTEMBER 2017**

Item	Title	Pages
1	Apologies for Absence / Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the meeting of the Children and Young People Scrutiny Committee held on 21 July 2017	5 - 14
4	Announcements by the Chairman, Executive Councillor for Adult Care, Health and Children's Services and the Executive Director of Children's Services	Verbal Report
5	Children and Young People's Commissioning Strategies <i>(To receive a report from Sally Savage, Chief Commissioning Officer Children's Services, which provides the Committee with the Children and Young People's Commissioning Strategies that set out a vision for future priorities for children's services)</i>	15 - 154
6	Partners in Practice Programme <i>(To receive a report from Tara Jones, Children's Service Manager – Partners in Practice, which provides the Committee with an overview of Lincolnshire's Partners in Practice Programme)</i>	155 - 162
7	Corporate Parenting Sub-Group Update <i>(To receive an update from Yvonne Shearwood, Children's Service Manager – Regulated – South and Adoption, which updates the Committee on the work of the Corporate Parenting Sub-Group)</i>	163 - 172
8	Theme Performance - Quarter 1 2017/18 <i>(To receive a report from Sally Savage, Chief Commissioning Officer – Children's Services, which provides key performance information for Quarter 1 2017/18 relevant to the work of the Children and Young People Scrutiny Committee. Please note that Appendix D to this report contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, and discussion of this information could result in the exclusion of the press and public)</i>	173 - 202
9	Children and Young People Scrutiny Committee Work Programme <i>(To receive a report from Tracy Johnson, Senior Scrutiny Officer, which enables the Children and Young People Scrutiny Committee to consider its own work programme for the coming year)</i>	203 - 210

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Please note: for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting

- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details set out above.

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www.lincolnshire.gov.uk/committeerecords



**CHILDREN AND YOUNG PEOPLE
SCRUTINY COMMITTEE
21 JULY 2017**

PRESENT: COUNCILLOR R L FOULKES (CHAIRMAN)

Councillors R J Kendrick (Vice-Chairman), Mrs W Bowkett, S R Dodds, C Matthews, Mrs C L Perraton-Williams, L Wootten and R Wootten.

Added Members

Church Representative: Mr S C Rudman.

Councillors: Mrs P A Bradwell (Executive Councillor for Adult Care, Health and Children's Services) and D Brailsford (Executive Support Councillor for Children's Services) were also in attendance.

Officers in attendance:-

Debbie Barnes (Executive Director, Children's Services), Katrina Cope (Senior Democratic Services Officer), Tracy Johnson (Senior Scrutiny Officer) and Mary Meredith (Head of Children's Service Manager, Inclusion).

8 APOLOGIES FOR ABSENCE / REPLACEMENT MEMBERS

Apologies for absence were received from Councillors M D Boles, M T Fido, and A P Maughan, Reverend Sue Evans (Church Representative), and Mrs P J Barnett and Dr E van der Zee (Parent Governor Representatives).

9 DECLARATIONS OF MEMBERS' INTERESTS

Mr S Rudman advised the Committee that he was the grandparent of an adopted child in Lincolnshire, and had taken part in the adoption process.

**10 MINUTES OF THE MEETING OF THE CHILDREN AND YOUNG PEOPLE
SCRUTINY COMMITTEE HELD ON 9 JUNE 2017**

RESOLVED

That the minutes of the Children and Young People Scrutiny Committee held on 9 June 2017, be confirmed and signed by the Chairman as a correct record.

**11 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLOR
FOR ADULT CARE, HEALTH AND CHILDREN'S SERVICES AND THE
EXECUTIVE DIRECTOR OF CHILDREN'S SERVICES**

The Chairman advised that Mr Paul Thompson, the former Church of England representative, had resigned from the Committee and would be replaced by Reverend Sue Evans, who was a member of the Diocesan Board of Education. It was hoped that Reverend Sue Evans would be attending the September meeting.

The Executive Councillor for Adult Care, Health and Children's Services advised that an additional £1.3 billion had been allocated to schools nationally. However, at the moment there was no detail as to how this would be distributed. Some concern was raised as to whether Lincolnshire would get the same deal as others; as it was still not certain if the formula would be altered for rural counties. It was highlighted that more lobbying would be done, as the final details of the funding formula had still not been finalised, and it was important that Lincolnshire schools received fair funding.

12 INCLUSIVE LINCOLNSHIRE STRATEGY - SIX MONTHLY UPDATE

Consideration was given to a report from Mary Meredith, Children's Service Manager – Inclusion, which provided the Committee with a progress report on the Inclusive Lincolnshire Strategy.

It was reported that 'The Inclusive Lincolnshire Strategy' had been introduced to address the problem of a rising and unsustainable rate of permanent exclusions from Lincolnshire schools. Lincolnshire had consistently been the highest excluder of primary aged children nationally and nearly the highest for secondary as detailed to the Committee in previous reports.

The Committee noted that the strategy introduced the notion of a 'Ladder of Intervention'; this had been launched in January 2015/16. The Committee noted further that in September 2016/17 a step within the Ladder, specialist behaviour support for pupils at risk had gone live through the launch of the Behaviour Outreach Support Service (BOSS). Now, at the end of the full academic year it was possible to evaluate the impact of the Ladder.

A progress update relating to the reduction of the number of permanent exclusions up to term five was shown on page 14 of the report. The Committee was advised that the total provisional exclusion figures up to and including term six were:-

- 2014/15 – 210;
- 2015/16 – 155; and
- 2016/17 – 145

It was highlighted that primary exclusions had been a success story, as there had been a 50% reduction; 24 this year compared to 49 in the previous year. Secondary exclusions however, had not been so successful. There had been a reduction in the year after the strategy had been launched, but the figures this year were 118, compared to 103 in the previous year. The Committee noted that feedback received had been encouraging; however, a key priority for 2017/18 was to build on this position, by targeting support and challenge to the small number of vulnerable

secondary schools (five in total) that accounted for the disproportionate number of secondary exclusions.

The report provided written positive experiences of the BOSS service from children and young people, it was noted that comments received would help to shape the service going forward. It was highlighted that young inspectors were currently working with pupils open to the service, gathering their views and opinions. It was noted that this would provide further independent scrutiny of the service.

It was noted that a key strength of BOSS was its clarity for anyone using the document. It was noted further that the successful multi-agency working ensured that the service delivered a holistic approach. An example of the 'Ladder' approach was detailed on page 17 of the report.

It was highlighted that within BOSS there was a universal offer as well as targeted support for pupils 'at risk', as the whole ethos was to increase schools' capacity to meet their diverse range of need.

The Committee noted the Pupil Reintegration Team (PRT) would be introducing an evaluation tool with effect from September 2017, to capture the view of stakeholders, including pupils about their experiences and level of intervention.

In conclusion, the Committee noted that there had been significant progress made in relation to all of the key indicators identified within the Strategy. It was further noted that the priority for 2017/18 would be for work to be carried out with the sector to ensure that secondary exclusions reduced further.

During discussion, the Committee raised the following points:-

- One member enquired as to what could be done to challenge schools who were high excluders. Officers explained that culture was not something that could be changed overnight, and that a change in a Head teacher position could sometimes be a catalyst for exclusions. The Committee noted that Head teachers were in a challenging position, as their success was dependent on results which linked to OFSTED judgement. It was highlighted that the Council inspection framework could be seen to drive an exclusive culture. It was important however, that OFSTED inspections framework brought attention to behaviour and exclusions. It was highlighted further that there was opportunity to financially impact upon schools that excluded; and some members felt that this approach should be revisited. Officers confirmed that any action needed to have status legally;
- The need to reinforce more nurturing in schools to stop behavioural response;
- The role of the Regional Schools Commissioner (RSC) in the process. Officers advised that two schools had been referred to the Regional Schools Commissioner and OFSTED, and to date little response had been received, although the improved relationship with RSC was noted;
- That schools governors should be made aware of the consequences of excluding;

- One member highlighted that in some instances where a pupil had been permanently excluded, and alternative arrangements had been put in place the pupil had gone on to do very well. It was highlighted that the problem of the system was that the pupil had to be permanently excluded to access the more vocational courses; and this was something that was being addressed. Officers advised that the 2018 performance table was changing; and technical awards would now gain points for schools.
- Clarification was given that a pupil did not need to be permanently excluded to get on to the Ladder. It was reported that 'Building a Future' and 'First Steps' would be on offer for the coming year; and that this was a partnership arrangement between the Council and Wellspring Academy Trust. A suggestion was made for members of the Committee to visit one of the vocational sites (First Steps at Boston, Bridge House at Gainsborough; and Build a Future at West Ashby) to see the work of vocational learning; and the impact it was having on the young people;
- A question was asked as to what best practice was elsewhere regarding exclusions. Officers explained that the availability of an alternative provision might actually stimulate schools to spot purchase. However, alternative provision would need to have stability of funding. It was noted that at the moment this could not be achieved, but would be available from September 2017. Officers also confirmed colleges did not have a 14 - 16 offer. It was also highlighted that best practice, and the definition of exclusion differed; statistical information provided one opinion, but practice suggested otherwise. Officers confirmed that Lincolnshire was very transparent in its actions for dealing with exclusions;
- The Committee noted that schools had benefitted from using the BOSS service. It was however noted that a Pastoral Support Plan challenged schools to have a plan in place in circumstances when a child was at risk of exclusion;
- It was highlighted that in the case of Looked After Children (LAC) being excluded, the school would have to notify the Executive Director of Children's Services first. Officers confirmed that no LAC had been permanently excluded in Lincolnshire recently; and
- One member enquired as to whether the Child and Adolescent Mental Health Services (CAMHS) were involved in the early intervention process. Confirmation was given that if CAMHS were needed to be involved, they would be part of the around the table discussion, or if not the pupil would be involved through BOSS. Officers advised that there were a significant number of children with emotionally challenging issues, and to help deal with these issues a new Emotional Wellbeing Service had been established, which was being part funded by the Council, and was due to commence in October 2017.

RESOLVED

1. That assurance be received concerning the progress made against the Inclusive Lincolnshire Strategy.

2. That an update on the progress of the Inclusive Lincolnshire Strategy be received by the Children and Young People Scrutiny Committee in six months' time.

13 CORPORATE PARENTING SUB GROUP UPDATE

The Committee received a short update from the Councillor David Brailsford, Chairman of the Corporate Parenting Sub-Group, which advised the Committee of the legal duty of the authority to act as a 'good and effective' corporate parent to children and young people in its care. The Committee noted that corporate parenting was the responsibility of all members of the Council and its partner agencies.

The Committee was advised further that the Sub-Group met in private on a quarterly basis and received a range of reports in relation to fostering and adoption, the Leaving Care Service (provided by Barnardo's), residential homes, the Virtual School and Visiting Members; and the activities of the V4C (the Children in Care Council), who had a representative on the Sub-Group.

The Corporate Parenting Sub-Group also attended events involving Looked After Children, Care Leavers and foster carers. Members also attended meetings of the V4C, Big Conversations events and the FAB Awards.

The Committee was advised that quite a lot of members had recently attended the last FAB Awards, which had been held on 1 July 2017, at which the achievements of Looked After Children and Care Leavers had been celebrated. The awards presented were for Personal Endeavour, Educational Endeavour, Sport, Positive Activities, Art and Music, as well as awards for Supportive Superstars and Long Service Awards for Foster Carers. The Committee noted that the next Big Conversation would be taking place on 25 October 2017; and that all Councillors would shortly be receiving an invitation to attend.

A copy of the minutes from the previous Corporate Parenting Panel held on 16 March 2017 was attached to the report presented for the Committee's information. It was reported that the Sub-Group had subsequently met on 6 July 2017; and that Councillor D Brailsford had been elected Chairman and Councillor Mrs C L Perraton-Williams had been elected as the Vice-Chairman of the Sub-Group. The draft minutes from the afore mentioned meeting would be presented to the next meeting of the Children and Young People Scrutiny Committee meeting due to be held on 21 September 2017.

During a short discussion, the Committee made comments relating to Health Assessments; and that all Councillors should be encouraged to get involved in the Corporate Parent role.

RESOLVED

That the work of the Corporate Parenting Sub-Group be supported and that the minutes from the Corporate Parenting Panel held on 16 March 2017 be received.

14 LINCOLNSHIRE SAFEGUARDING BOARDS SCRUTINY SUB-GROUP - UPDATE

The Committee received an update for Councillor S R Dodds (Former Chairman of the Sub-Group), which provided an update on the role of the Sub-Group. Appendix A to the report presented also provided the Committee with a copy of the draft minutes from the last meeting of the Lincolnshire Safeguarding Boards Sub-Group meeting held on 28 March 2017 for its consideration.

The Committee was advised that safeguarding adults and children were key activities for the County Council.

The Lincolnshire Safeguarding Boards Sub-Group had been established to scrutinise the activities of the Lincolnshire Safeguarding Children Board and the Lincolnshire Safeguarding Adults Board. The Committee noted that the Scrutiny Sub-Group met in private on a quarterly basis. The essential role of the Scrutiny Sub-Group was to ensure that the Lincolnshire Safeguarding Children Board and the Lincolnshire Safeguarding Adults Board were both operating effectively.

It was highlighted to the Committee that the meeting due to be held on 5 July 2017 had had to be cancelled. As a result of this the new Chairman and Vice-Chairman of the Scrutiny Sub-Group had not yet been appointed, and that this would now take place at the next scheduled meeting, due to be held on 26 September 2017.

RESOLVED

That the draft minutes of the meeting of the Lincolnshire Safeguarding Boards Scrutiny Sub-Group, held on 28 March 2017, be received.

15 PERFORMANCE - QUARTER 4 2016/17

Consideration was given to a report from Debbie Barnes, Executive Director of Children's Services, which provided the Committee with key performance information for Quarter 4 2016/17, relevant to the work of the Children and Young People Scrutiny Committee.

Attached to the report were the following Appendices:-

- Appendix A – Council Business Plan Measures;
- Appendix B – Complaints and Compliments report;
- Appendix C – Ofsted School Status report;
- Appendix D – Performance Monitoring of Contracts - Exempt

The Committee was reminded that Appendix D to the report contained exempt information, and if the Committee wished to discuss details pertaining to Appendix D, a vote would need to be taken to move into exempt session.

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE
21 JULY 2017

In guiding the Committee through the report the Executive Director of Children's Services made particular reference to indicators that had not been achieved/or were improving, but not achieved, these were:-

- Page 39 - Juvenile first time offenders – It was noted that the figure for Lincolnshire was 266 actual young people for the period October 2015 – September 2016, this figure had been higher than the target figure of 203, but was a reduction on previous numbers. The Committee was advised that the Council had launched a new diversionary project in Lincolnshire in conjunction with Lincolnshire Police. Through joint co-operation between both services, young people who offended for the first time and accepted that they had committed the offence, would be diverted through local panels that would try to prevent young people from getting a criminal record. It was hoped that the restorative justice process would prevent young people obtaining a criminal record that would affect their future, which in turn would help reduce the number of first time entrants and reduce re-offending as the impact of the young person engaging in restorative work instead of just accepting a caution was positive;
- Page 49 – Looked After Children – It was reported that there were 684 children looked after in Lincolnshire at the end of March 2017, which had been an increase on the previous quarter. It was highlighted that more work needed to be done to understand the cause of the increase. It was highlighted further that the rate per 10,000 was still lower than similar authorities, and the England average;
- Page 51 – Children who are subject to a child protection plan – It was reported that Quarter 4 had seen an increase in the number of children subject to a child protection plan. It was noted that the target had remained the same as the previous year, which reflected the work around Early Help, which was the intervention and support put in place to help children and their families. The increase was considered to reflect seasonal variations;
- Page 60 – Achievement gap between disadvantaged pupils and their peers at Key Stage 4 - It was highlighted that although the target had not been achieved, it was performing better than this time last year, which had reduced the gap between the Council's disadvantaged pupils and their peers at Key Stage 4. The Committee was advised that work was being done with academies to share best practice. It was noted that the Council only had an influencing role in respect of this matter;
- Page 62 – Pupils aged 16 – 18 participating in learning – The Committee noted that difficulties had been experienced in obtaining data from independent learning providers. It was noted further that previously this information would have been supplied by the careers service, but as this service has been de-commissioned there was no remedial action that could be taken. Officers advised that the service at present had no capacity to improve the indicator; and
- Page 64 – Participating in learning age 16 – The Committee was advised that the indicator measured young people who went into full time education and training, Apprenticeships, Employment combined with training. As with the previous indicator, the service had experienced issues obtaining data as a result of the careers service being de-commissioned.

During discussion, the Committee raised the following issues:-

- Page 49 - Factors that have influenced the rise in number of Looked After Children. Officers advised that Case Law factors, changing demographics of the County, changing family dynamics, had had an influence on the numbers, particularly with the issue of homelessness for 2016/17. For example, once a local authority had had an input in to a case i.e., placed with a relative, this must now be regulated under the law which meant that the relative was treated as a foster carer. It was highlighted that this had had a huge impact on budgets;
- Page 60 – Ways to incentivise the sector led approach to children's social care. Officers advised that this was being looked at as Lincolnshire was a Partners in Practice Authority. As part of this, a Care2learn project was being implemented. Once the pilot had concluded, it would be evaluated, and steps would be taken to look at scaling the programme up for looked after children;
- A question was asked as to why the Department for Education data was being used for this indicator, instead of live data (exclusions data). The Executive Director of Children's Services agreed to look into this matter; and
- Page 39 - A question was asked as to whether the juvenile offenders were known to the Council. Officers confirmed that a lot were known to the local authority; it was hoped that the Restorative Panel would prevent young offenders obtaining a criminal record and would help break the pattern of re-offending, with the help of Team Around the Child and Early Help. The Committee was advised that if the victim was in agreement then a restorative face to face meeting in some circumstances could be found to be beneficial. Officers advised that the results of the pilot would be reported back to the Children and Young People Scrutiny Committee. One member highlighted the need for preventative work as well as restorative work. A further concern was raised with regard to the seriousness of the crime. Officers reassured the Committee that the Police were instrumental in the process of deciding who should be referred to the Panel.

During consideration of Appendix B – Customer Satisfaction Information, a concern was raised pertaining to the number of complaints being referred to the Ombudsman during Quarter 2 of 16/17; and if in the future any cases had been found to be ruled against the authority, that the Scrutiny Committee should have the opportunity to consider these cases. Officers advised that the peak in Quarter 2 was as a result of Home to School Transport challenges, all of which had been mainly dismissed by the Ombudsman.

At this point in the meeting it was moved, seconded and

RESOLVED

That in accordance with Section 100(A) of the Local Government Act 1972, the public and press be excluded from the meeting for consideration of Appendix D to the report on the grounds that if they were present there could

be a disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended.

The Chairman invited Members of the Committee to ask questions in relation to Appendix D of the report and officers responded to questions raised.

RESOLVED

That the Performance for Quarter 4 2016/17 be received by the Children and Young People Scrutiny Committee; and that officers note the comments raised by the Committee.

16 CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE WORK PROGRAMME

Consideration was given to a report from Tracy Johnson, Senior Scrutiny Officer, which enabled the Committee to consider and comment on the content of its work programme as detailed at Appendix A.

A copy of the Forward Plan of Decisions relating to the Children and Young People Scrutiny Committee was attached at Appendix B for the Committee to consider.

The Senior Scrutiny Officer advised that there was no amendment to the work programme presented.

RESOLVED

That the work programme as detailed in Appendix A to the report presented be received, subject to a progress report on the Inclusive Lincolnshire Strategy being received by the Committee in six months' time.

The meeting closed at 11.55 am

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Open Report on behalf of Debbie Barnes, Executive Director of Children's Services

Report to:	Children and Young People Scrutiny Committee
Date:	08 September 2017
Subject:	Children and Young People's Commissioning Strategies

Summary:

The Children and Young People's Commissioning Strategies set out our vision for the future priorities of children's services, and how we plan to commission them moving forward. There is a separate strategy for each of the four children's commissioning areas:

- Children are **Safe and Healthy**
- Children **Learn and Achieve**
- Children are **Ready for Adult Life**
- Children are **Ready for School**

Each strategy proposes a series of recommendations to support sustainability and continuous improvement of the service; providing a strategic framework to support ongoing decision making.

The strategies have been developed to provide an overarching strategic approach for how we work together with families to enhance children's present and future lives and to meet the challenge of delivering the services that children and their families need, within the difficult financial climate that we continue to face.

The strategies are set against a backdrop of both financial and demographic challenges and must respond to meeting the requirements of Lincolnshire children and young people whilst working collaboratively with our strategic partners. Commissioning activity will support improving outcomes for children and young people as well as to reduce the financial burden on the local public purse and provide good value for the people of Lincolnshire.

Actions Required:

The Children and Young People Scrutiny Committee is invited to:

1. support and endorse each strategy;
2. approve the planned review timetable set out in section 9 of each strategy.

1. Background

In 2014 the Council adopted a 'Commissioning for Lincolnshire' model, focussing on achieving positive outcomes for the people of Lincolnshire and set out to develop 17 commissioning strategies to enable the Council to achieve its priorities.

The Commissioning for Lincolnshire principles which have been adopted for developing and delivering the Commissioning Strategies are:

- Councillors are at the heart of shaping and making strategic decisions
- Emphasis on understanding needs in the context of political priorities
- Focus on outcomes we are seeking to achieve and organising around them
- Commissioning with others where that would improve results
- Consistent approaches in all areas
- Right skills in the right place and at the right time
- High quality support operating across the Council
- Commissioners ultimately accountable
- Members and commissioners hold all service providers rigorously to account

Previously, the creation of a Children and Young People's Plan (C&YPP) was a statutory responsibility until 31 October 2010 when under the Coalition Government, the Children and Young People's Plan Regulations were revoked. This meant that Children's Trust Boards were no longer required to produce a statutory Children and Young People's Plan.

2. Conclusion

The latest Lincolnshire C&YPP covered the period 2013-16 and will be superseded by the implementation of the four children and young people's commissioning strategies which will be in place from 2017-20:

- Safe and Healthy
- Readiness for Adult Life
- Readiness for School
- Learn and Achieve

Each strategy has been developed to provide an overarching strategic approach for how we work together with families to enhance children's present and future lives and to meet the challenge of delivering the services that children and their families need, within the difficult financial climate that we continue to face.

Ongoing periodic progress reports will be reported to the Children and Young People Scrutiny Committee to identify developments made and any new emerging priorities.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Yes

b) Risks and Impact Analysis

Key risks against proposed actions are identified within each commissioning strategy.

Equality Impact Analysis is attached as Appendix E of this report.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Safe & Healthy Commissioning Strategy (Draft)
Appendix B	Readiness for Adult Life Commissioning Strategy (Draft)
Appendix C	Readiness for School Commissioning Strategy (Draft)
Appendix D	Learn & Achieve Commissioning Strategy (Draft)
Appendix E	Equality Impact Analysis

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Andrew McLean, who can be contacted on 01522 554079 or andrew.mclean@lincolnshire.gov.uk.

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Appendix A

Children's Services Safe and Healthy

Document Control	
Version	
Version Number:	001
Version Date:	July 2017
Description of Change:	N/A
Sponsor Approval	
Name:	Janice Spencer
Position:	Assistant Director Children's Services
Date:	16/08/17

Contents

- | | |
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| <ol style="list-style-type: none"> 1. Executive Summary 2. Background & Introduction 3. Scope of the Commissioning Strategy 4. Where We Are Now 5. Cross-Cutting Considerations 6. Summary of Analysis Findings <ol style="list-style-type: none"> 6.1. Analyses Undertaken 6.2. Interpretation of Analyses 6.3. Conclusions from Interpretation | <ol style="list-style-type: none"> 7. Options for Final Outcomes and Future Delivery 8. Future Strategy 9. Review Timetable 10. Appendices |
|--|--|

1. Executive Summary

This commissioning strategy reviews how Children's Services is performing to ensure that Lincolnshire children and young people are safe and healthy, adopting a Signs of Safety approach to understand what is working well, what we are worried about and establishes priorities to address what we are going to do about it.

The objectives we will accomplish in order to ensure that positive outcomes for children and young people are achieved include:

Outcome 1: Children are safe and protected from harm

- **Objective 1** - Undertake a 'Deep Dive' of the current and recent LAC cohort to ensure children are transitioning to LAC status within appropriate thresholds and evaluate if more could be done to avoid children becoming LAC.
- **Objective 2** – Deliver the Partners in Practice programme to improve practice in Lincolnshire, transform the quality of Children's Social Care Services and Early Help arrangements, and support reform of the wider system within Children's Services.
- **Objective 3** - Develop a local model of suitable and appropriate accommodation options that effectively manages the cohort of young people requiring accommodation with support and adopt a multiagency approach to target support to the right young people, at the right time, in order to keep children safe in their families where appropriate to do so and to reduce the overall LAC population.
- **Objective 4** - Undertake a review of existing CAMHS commissioning arrangements, aligned to the Future in Mind Strategy, to inform future intentions in partnership with other agencies.

Outcome 2: Children and families are supported as soon as problems emerge

- **Objective 5** - Review the effectiveness of early intervention services including the development of a performance management programme to understand the quantifiable outcomes delivered by the service and to help reduce the need for statutory intervention.
- **Objective 6** - Improve understanding of why more complex young people are coming through the front door in order to determine what can be done to identify them in order to intervene earlier and remedy the situation.
- **Objective 7** - Develop and monitor delivery of an Emotional Wellbeing Service providing direct intervention to school-aged Lincolnshire children and their families experiencing emotional wellbeing issues.

Outcome 3: LAC feel supported and reach adulthood happy and healthy

- **Objective 8** - Undertake targeted marketing and recruitment campaigns to support the growth of the in-house Foster Care market.
- **Objective 9** - Improve support to in-house foster carers to increase retention rates and commence a rolling programme of learning from exit interviews.
- **Objective 10** - Targeted work to support the recruitment and retention of and the ongoing development of in-house Residential Children's Workers leading to the creation of a flexible support service that can meet the needs of all LAC including those with the most complex needs.

In achieving these outcomes, services will be commissioned to ensure they provide children, young people and their families with the right support, of the right quality, in the right place, at the right time and for the right price.

2. Background & Introduction

The purpose of this commissioning strategy is that children growing up in Lincolnshire are safe and healthy. This can be achieved by children developing in homes where they feel safe and where they are supported to make decisions to live a healthier life.

The principle that underpins the Safe and Healthy (S&H) strategy is championing the voice of the child, ensuring that children and families are at the heart of how support is planned and delivered to help children stay safe and remain healthy both physically and emotionally. Safeguarding children is a key priority and underpins all activity within Children's Services.

This commissioning strategy has been developed following an interpretation analysis of a number of factors including:

- Performance data and management information
- Finance position
- Local and national marketplace
- Policy and Practice
- Stakeholder engagement
- Direction of travel

Deriving this information has taken place utilising a number of formats comprising desktop analysis; multi-disciplinary stakeholder discussion; and service expert gatherings. The strategy is supported by and is embedded in conjunction with a number of key strategies and policies including (not an exhaustive list):

- Early Help Strategy
- Joint Strategic Needs Assessment
- Joint Health & Wellbeing Strategy
- Child Poverty Strategy
- Pledge to Looked After Children (LAC)
- LAC Strategy
- LAC Placement Sufficiency Strategy
- Participation Strategy
- Youth Housing Strategy
- Care Leaver's Charter
- Joint Commissioning Framework for Children and Young People (CYP) with Special Educational Need and Disability (SEN&D)
- SEND Code of Practice 0-25 years 2015

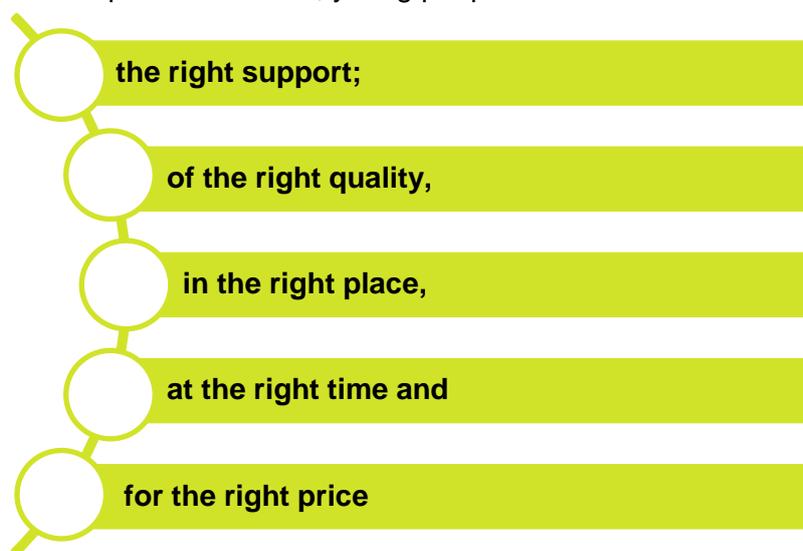
Whilst this strategy is focussed on the outcome of children being S&H, there are many interdependencies with the other Children's Services commissioning strategies: Readiness for School, Learn and Achieve, and Readiness for Adult Life. The strategy forms part of the Council's Business Plan outcome that *'our communities are safe and protected from harm'* and has an impact on the other commissioning strategies which support this outcome.

The S&H Strategy, which includes detail on children residing in care, offers a profile of how the vision of high aspirations for the wellbeing of all Lincolnshire children can be delivered. In this respect, it clearly outlines the direction of travel for maintaining and improving children's mental health and emotional wellbeing.

Good mental health and emotional wellbeing helps ensure children do better in every way – enjoying childhood and making friendships; learning and achieving at school; and developing resilience as they transition to adulthood and aim to fulfil their potential.

3. Scope of the Commissioning Strategy

The strategy will support the Five Children's Commissioning Rights which aims to ensure that we provide children, young people and their families with:



The service components in scope of the S&H Strategy have a total funding allocation of £54.46m (16/17 year-end budget) and are broken down as follows:

- Child Protection (£22.97m) – delivered largely through locality Social Work teams, the primary focus is to ensure the most vulnerable children in Lincolnshire are protected from harm. Services outsourced via contract include the Return Interview Service focused on supporting children and young people who have run away or gone missing from home or care upon their return. The budget also includes the costs of Legal services, Independent Chairs, Team-Around-the-Child central co-ordinating team, Children's Services Customer Service Centre contact team, Lincolnshire Safeguarding Children Board, central Audit and Learning & Development teams. It also includes income and expenditure related to 'Partners in Practice' (£1.5m), and central support services (£4.13m), including Senior Management within Children's Services and strategic services such as Commissioning and Performance.
- Targeted Support/ Early Help (£6.94m) – delivered largely through locality Early Help teams, the primary focus is to encourage early intervention to promote the welfare of children, providing support as soon as problems emerge. This budget also includes net income (-£1.83m) from the Department for Communities and Local Government (DCLG) Troubled Families scheme which, again, is predominantly delivered by Early Help teams. Family Group Conferencing services (£0.28m) are also within this budget as is outsourced provision (£0.08m) to support children and families on the cusp of care.
- Looked After Children Services (£23.73m) consisting of:
 - Fostering & Adoption Services (£13.05m) – the majority of the budget covers the costs of fostering provision (including Special Guardianship Orders [SGOs], Regulation 24 placements with family and friends, remand services and 'Staying Put' provision) both from the in-house service and contracted Independent Fostering Agencies (IFAs), foster carer recruitment, adoption allowances, staffing costs for Fostering and Adoption services, and legal services. Contracted services include adoption support services for Birth Family Counselling (£0.05m) and 'Safe Base' (£0.05m).

- Residential Children's Homes (£7.17m) – the budget is fairly evenly split between the costs of contracted independent sector Residential Children's Homes placements and in-house provision across four homes and two short breaks units for Children with Disabilities.
 - Intense Needs Supported Accommodation (INSA) (£2.0m which forms part of Child Protection budget) – this provision is spot-purchased within the independent and voluntary/community sector and provides accommodation and support to those young people with highly complex, multiple needs. There is significant correlation with the supported accommodation provision covered within the Readiness for Adult Life (RfAL) Strategy and the desired outcomes for such young people are equally relevant to both strategies.
 - Unaccompanied Asylum Seeking Children (UASC) (£0.0m) – delivered largely through spot-purchased provision with IFAs and supported accommodation in the independent sector, together with support from LAC Social Work teams and the Lincolnshire Leaving Care Service (which sits under the RfAL Strategy), the focus is to support UASC whilst they are LAC and into Care Leaver status. Direct and indirect expenditure is c. £0.5m and is met via Home Office grants.
 - The LAC workforce (£3.51m) support LAC through geographic (North and South) Social Work teams.
- Children and Adolescent Mental Health Services (CAMHS) (£0.82m) – the budget is wholly constituted of LCC's contribution to CAMHS and a contracted online counselling service. CAMHS is a jointly commissioned service, in partnership with Lincolnshire CCGs, with Children's Services acting as Lead Commissioner. The pooled fund for 16/17 (£7.4m) is made up mainly via contributions from CCGs (£6.60m).

Finally, services and expenditure relating to School Nursing (£2.63m) and Health Visiting (£9.05m) are nominally included within the overall financial envelope of S&H, taking the overall budget to £66.14m. However, formal reporting relationships are within the Readiness for School commissioning strategy, and although there is significant correlation with the desired outcomes for children in receipt of such services within the S&H strategy, the budget is not included in the total of £54.46m indicated above.

4. Where We Are Now

A detailed analysis of the performance of existing services supporting this strategy can be found within the Performance Metrics document at Appendix A. The following extracts identify the prominent measures and performance information supporting this commissioning outcome.

Lincolnshire County Council received an Ofsted inspection in 2014. The single inspection of "Children's Services and review of the LSCB" returned the following findings:

Children who need help and protection	"Good"
Children looked after and achieving permanence	"Good"
Experiences and progress of care leavers	"Good"
Adoption Performance	"Outstanding"
Overall Performance	"Good"

These findings put Lincolnshire in line with the majority of other Local Authorities in the East Midlands. Overall, however, the national trend shows a significant number of LA's (51%) are performing at a rate of "Requires Improvement".

The table below shows the 2016/17 targets for S&H within the Council Business Plan.

Measures Measures are how we will monitor and report progress in achieving the outcome.	Annual Target April 16 – March 2017 (unless stated)	Actual Performance and Tolerance/Target 31 March 2017 (unless stated)
Looked After Children per 10,000 population aged under 18 (Plan is best*)	656 children or 45 per 10,000 population (under 18)	Actual: 684 children – 48.1 per 10,000 population U-18 Tolerance: 626-686 children – 43 - 47 per 10,000 population U-18
Children who are subject to a Child Protection Plan (Plan is best*)	340 children or 24 per 10,000 population under 18	Actual: 374 children – 26.3 per 10,000 population U-18 Tolerance: 310-370 children – 21 - 25 per 10,000 population U-18
Average time taken to move a child from care to an adoptive family (Lower number of days is better)	430 days	Actual: 379 days Tolerance: 430 - 520 days
Average time taken to match a child to an adoptive family (Lower number of days is better)	200 days	Actual: 174 days Tolerance: 190 - 210 days

* Indicates the planned target and/or tolerance levels are 'best' in terms of performance

In addition to the Council Business Plan, there are a number of Children's Services key performance measures for the directorate. The figures below show performance against targets for Q4 (unless otherwise stated) in 2016/17:

- Fostering/adoption of LAC aged 10 to <16 years old
 - Q4 Target: 88%

- Q4 Actual Performance: 88.3%
- Stability of placements of LAC: Number of moves (3 or more placements)
 - Q4 Target: 8%
 - Q4 Actual Performance: 2.9%
- Stability of placements of looked after children: length of placement (2 years or more)
 - Q4 Target: 68%
 - Q4 Actual Performance: 73.8%
- Looked after children cases which were reviewed within required timescales
 - Q2 Target: 100%
 - Q2 Actual Performance: 100%
- Participation of LAC in reviews
 - Q2 Target: 100%
 - Q2 Actual Performance: 99.6%
- Percentage of Looked after children with an up to date health check
 - Q4 Target: 98%
 - Q4 Actual Performance: 96.2%
- Percentage of Looked after children with an up to date dental check
 - Q4 Target: 98%
 - Q4 Actual Performance: 98.5%
- Percentage of Looked after children with an up to date routine immunisations
 - Q4 Target: 98%
 - Q4 Actual Performance: 95.0%
- Child Protection Plans lasting 2 or more years
 - Q2 Target: 2%
 - Q2 Actual Performance: 1.9%
- Children becoming the subject of a Child Protection Plan for a second or subsequent time
 - Q2 Target: 13%
 - Q2 Actual Performance: 13.6%
- Percentage of Social Care Referrals that are re-referrals
 - Q2 Target: 18%
 - Q2 Actual Performance: 17.6%
- Percentage of child protection cases which were reviewed in required timescales
 - Q2 Target: 100%
 - Q2 Actual Performance: 100%
- Percentage of privately fostered children visited within required timescale
 - Q2 Target: 90%
 - Q2 Actual Performance: 90.9%
- Percentage of assessments completed within timescale
 - Q4 Target: 92%
 - Q4 Actual Performance: Not available

- Vacancy Rate of Social Workers
 - Q4 Target: 14%
 - Q4 Actual Performance: Not available
- Percentage of families of children with disabilities using direct payments
 - Q4 Target: 50%
 - Q4 Actual Performance: 42.0%

The overwhelming majority of targets are being met, exceeded or within tolerance with only minor improvements required to improve performance to target levels.

Child Protection

Child Protection & Children in Need

Safeguarding is the fundamental priority of Children's Services, the golden thread underpinning all activity. Child protection – from contact and referral to assessment and support – is therefore an essential element of the Children's Services budget.

Contact for child protection concerns is primarily through the Council's Customer Service Centre operated by Serco. The Children's Services team includes qualified social workers to help screen contacts and ensure referrals are only allocated to Social Care where appropriate i.e. the criteria are met under sections 17 (Child in Need [CIN]) or 47 (Child Protection [CP]) of the Children Act 1989.

Assessment and support (where applicable) for s17 and s47 cases are predominantly undertaken by Social Workers based in locality teams. Independent Chairs oversee Child Protection Conferences that come together to consider any concerns about risks to the safety of a child and whether a child protection plan is needed to keep the child safe.

Between March 2013 and March 2016 there has been consistent growth in both CIN (15%) and CP (9%) cases in Lincolnshire, albeit the latter masks a reduction of nearly 20% against the figure in March 2015. Comparatively, Lincolnshire performs well against national, statistical neighbour and regional (East Midlands) local authorities although the rate of increase in Lincolnshire is steadily eroding the differential. Equally, data for the length of duration (<3 months; and 3-6 months) of CIN cases shows Lincolnshire performing above national, statistical neighbour and regional authorities but at a lower rate of improvement in the period from 2010 to 2015. See Appendix A for more information.

Lincolnshire Safeguarding Children Board

The Lincolnshire Safeguarding Children Board (LSCB) is a statutory multi-agency board made up of representatives from the Local Authority, Police, Health Service, Probation Trust, Youth Offending Service, the Voluntary Sector and others.

The LSCB vision is that every child and young person in Lincolnshire is safeguarded via the provision of accessible, timely, co-ordinated, high quality multi-agency services to children, young people and families. The 2016-2018 priorities for the LSCB are:

- Child sexual exploitation and emerging themes of abuse
- Enhancing the emotional wellbeing of children
- Promoting healthy relationships
- Working innovatively with children to reduce risk taking behaviours

Partners in Practice

Lincolnshire Children's Services has been selected by the Department for Education as a 'Partner in Practice' which aims to put genuine partnership between local and national government at the heart of work to improve services. Our work streams and aspirations will improve practice in Lincolnshire, transforming the quality of children's social care services and early help arrangements, and supporting the reform of the wider system. Practice excellence, and achieving more for the children we serve, is at the heart of the work we do. The Partners in Practice programme is structured around three work streams:

1. Practice and systems: creating the right environment for excellent practice and innovation to flourish, reducing bureaucracy, whilst creating a culture which prioritises excellent practice, based around the principles of innovation and excellence.
2. Governance and accountability: developing innovative new organisational models with the potential to radically improve services.
3. People and leadership: bringing the best people into the profession, and giving them the right knowledge and skills for the incredibly challenging but hugely rewarding work we expect them to do, and developing leaders equipped to nurture practice excellence.

Missing Children

One of the few externally sourced services in this area is the Return Interview service for children and young people who have runaway or gone missing from home or care. This small (£0.08m expenditure) service is delivered by Barnardo's and engages with children to ascertain the reasons behind why they go missing; to where they may go; and with whom they may consort whilst missing. The information can then be shared with the team in the Children's Services SAFE Hub and partner agencies such as the Police to ensure vulnerable children are safeguarded and avoid harm such as child sexual exploitation.

Based on the May 2017 contract ratings, the service is rated as **Good**, in terms of overall performance against the specification, with a risk rating of **Amber** due to some of the difficulties associated with co-ordinating and attending close to 450 return interviews across a county of the size of Lincolnshire.

Targeted Support/ Early Help

Early Help

Early help means providing support as soon as a problem emerges, at any point in a child's life, from foundation through to teenage years. Providing early help is more effective in promoting the welfare of children than reacting later. Lincolnshire's early help offer puts the responsibility on all professionals to identify emerging problems and potential unmet needs for individual children and families, irrespective of whether they are providing services to children or adults.

The critical features of an effective early help offer are:

- a multi-disciplinary approach that brings a range of professional skills and expertise to bear through a "Team Around The Child" (TAC) approach
- a relationship with a trusted Lead Professional who can engage the child and their family, and coordinate the support needed from other agencies
- practice that empowers families and helps them to develop the capacity to resolve their own problems
- a holistic approach that addresses children's needs in the wider family context
- simple, streamlined referral and assessment processes.

Of the 6,923 Early Help cases in the last 12 months, just under half (3,447) involved Social Care, nearly nine-tenths (3,060) of which were referred for reasons of 'Abuse/Neglect'. Despite the introduction of Early Help, re-referral rates to Social Care have remained fairly constant (between 17-20%) over the period March 2012 – September 2016. However, performance data shows an increase in numbers stepping down from Social Care to Early Help, indicating that the provision of Early Help supports Social Care in working more effectively, targeting the families who need higher levels of intervention and support whilst enabling those families on the periphery on Social Care to retain the advice and guidance offered by Early Help.

Statutory returns of section 251 data show local authorities' expenditure on Children's Services across different areas e.g. Social Care, Children's Centres etc. By comparison to other local authorities, Lincolnshire invests more in Safeguarding, Early Help and Family Support services whilst displaying significantly lower costs in terms of LAC expenditure; however, the high level of in-house provision within LAC services (see below) – which are, traditionally, less expensive than independent sector provision - complicates determining whether the relationship is one of correlation or causation.

Team Around the Child (TAC)

TAC is a process which brings together different agencies into one meeting where there are concerns about a child or a family to source support services and agree an Action Plan for implementation. Data across a three year period (March 2013-2016) shows a significant upwards growth (100%) in the number of TAC cases within Early Help. TAC cases may or may not involve Social Care and the Lead Professional can be from a number of agencies including statutory (Police, Education, Health etc.) and non-statutory (voluntary sector, provider etc.) partners not just LCC; indeed, around one-third of cases do not have an LCC employee as Lead Professional.

Troubled Families

Lincolnshire's response to the DCLG's Troubled Families programme has now been fully subsumed into Early Help locality working. The programme targets working with families where children or adults may have been involved in repeated criminal offending and/or where children are regularly absent from education and/or where adult worklessness exists in the household. Lincolnshire's response is multi-agency and includes secondees from the Police and District Councils as well as co-located DWP Employment Advisors to support families where worklessness exists.

Family Group Conferencing

Targeted support to deliver Early Help also exists in the form of the Family Group Conference (FGC) service. A Family Group Conference is a decision making meeting in which a child's wider family network come together to make a plan about the future arrangements for the child. The plan will ensure that the child is safe and his/her wellbeing is promoted.

Family Group Conferences are intended as a respectful and empowering process in which parents, children and members of the wider family or friends are given clear information about the concerns and are asked to work with a FGC Practitioner to produce a plan that addresses those concerns and answers specific queries. Whilst normally consensual, a FGC is an expected requirement of any child's Social Care Plan. The FGC team help to contribute positively to KPIs such as the stability of placements; the number of children on a CP plan for more than two occasions; and children returning to family post-LAC status as they are rehabilitated home thereby reducing the numbers of LAC.

Safe Families for Children

Safe Families for Children are the provider of an outsourced service (£0.08m) offering support to struggling families with a child under 12 years of age and providing 'edge of care' support as an alternative to short-stay foster care. The early intervention approach is designed to stabilise families at a time of crisis, preventing the escalation of need, lowering the risk of child abuse and neglect, and reducing the number of children taken into care.

Based on the May 17 contract ratings, the service is rated as **Good**, with a risk rating of **Green**, collectively identifying that the provision is successful and that there are no specific concerns. The service worked with over 50 families in 2016/17 with half of those de-escalating in terms of need and only one family escalating.

Looked After Children

The number of Lincolnshire LAC at the end of March 2016 was 667, 33% more than the 500 LAC at the end of March 2012. This equated to 48.1 LAC per 10,000 children under the age of 18 years in Lincolnshire. Although this compares favourably against averages for other local authorities at all levels – national (60 per 10,000); statistical neighbour (53 per 10,000); and regional (54 per 10,000) – the rate of increase of LAC per 10,000 in Lincolnshire has gone up by 22% in the five years between 2012 and 2016 compared to just 2% nationally, 4% amongst statistical neighbours, and 8% regionally. In addition, it should be noted that Lincolnshire, as a geographical entity, has a large population of LAC – around 550 - placed by other Local Authorities within its borders, around half of whom are over 14 years of age.

In terms of the overall cohort of Lincolnshire LAC, around one-third is aged 5-9 years and a similar fraction is aged 16-18 years. Around half of LAC that come into care is as a result of 'Neglect' with around one-fifth as a result of 'Physical harm'. See Appendix A for more detail.

LAC are likely therefore to have experienced trauma in their lives and are at high risk of social exclusion, health inequalities, and poor educational attainment. Although many LAC do well across all of these areas, there is significant evidence that, as a whole, they do less well than their peers. LAC also show significantly higher rates of mental health issues, emotional disorders such as anxiety and depression, and hyperactivity and autistic spectrum disorder conditions.

LAC and care leavers are between four and five times more likely to self-harm in adulthood. They are at five-fold increased risk of all childhood mental health, emotional and behavioural problems, and looked after teenage girls are more than twice as likely to become pregnant than other teenagers.

LAC services are focused on four main areas of work: Fostering and Adoption services; Residential Children's Homes; INSA; and UASC.

Fostering and Adoption Services

At over 80% of LAC, Lincolnshire has one of the highest in-house fostering compositions of local authorities in the country (second amongst the 47 Local Authorities participating in the CIPFA LAC Benchmarking Club 2016). In addition to the recruitment of foster carers, in-house fostering includes arrangements such as Informal Kinship Care, Private Fostering and, particularly, formal Kinship Foster Care which has risen nearly four-fold between 2012 and 2016; meanwhile, mechanisms such as Special Guardianship Orders (SGOs) that promise greater permanency than fostering have risen more than five-fold between 2010 and 2015.

Independent sector foster care placements have remained steady since 2014/15, although the numbers of UASC (see below) aged below 16 years of age placed into Independent

Foster Care Agencies (IFAs) has steadily increased as a proportion of those numbers from 16% (2) in 2012 to 54% (14) in 2017.

Given in-house foster care is, on average, less than half the price of independent sector provision, Lincolnshire is able to achieve value for money due to the high composition of LAC within in-house services, and it is vital for the financial sustainability of the LAC service that there are sufficient in-house Foster Carers.

Adoption services were rated as 'Outstanding' at the Ofsted inspection of LCC Children's Services in 2014. Targets in the Council Plan to match children in care to an adoptive family and to move in with their adoptive family from the point of entering care are both performing above target. Adoption support services for Counselling for Birth Families and 'Safe Base' (a 'branded' programme to support adoptive parents to help promote attachment with the adopted child) – both commissioned from After Adoption – are rated as **Good**, with a risk rating of **Green**, as of January 2017, collectively identifying that the provision is successful and that there are no specific concerns.

Residential Homes

The four Lincolnshire Residential Children's Homes are rated at the least as "Good" with the Homes in Sleaford and Gainsborough achieving "Outstanding" ratings. There are two Lincolnshire Short Breaks Children's Care Homes, one rated "Outstanding" and the second rated "Good." The Lincolnshire Secure Unit is also rated as "Good."

The four in-house permanent Residential Children's Homes have traditionally been occupied close to capacity throughout the year. However, during 2016/17 numbers declined in Spalding to an average of 3 residents for the 7-unit facility. As a result, the in-house cost for Residential Children's Homes in Lincolnshire in 2016/17 was higher than under normal circumstances.

Lincolnshire also places children and young people within Independent Sector Residential Children's Homes (IRH) provision. These tend to be the most complex and difficult to place children and young people. The average cost of IRH provision is £4,000 per child per week, around 40% more expensive in comparison to the average cost of in-house provision (£2,800 per child per week). As the level of complexity of some children and young people grows, together with the growth in the number of LAC, so overall costs are inexorably rising due to the higher costs associated with IRH provision.

At fewer than 6% of LAC, Lincolnshire is one of the lowest-placing authorities of children and young people in IRH provision participating in the LAC CIPFA Benchmarking Club (see Appendix A). However, the number of Lincolnshire children and young people in IRH provision has seen a three-fold increase from nine to twenty-seven over the last five years.

Intense Needs Supported Accommodation (INSA)

INSA supports those young people with complex and multiple needs that are at risk of homelessness. This cohort presents challenges that are beyond the capacities of the commissioned low-level supported accommodation service.

Many of the children and young people within this cohort are previously known to Children's Services with as many as a third stepping down from Residential Children's Homes, a quarter from Fostering services and one-in-seven through the Youth Justice route. The majority of the remainder present as homeless 16-17 year olds.

The numbers accessing INSA are growing with associated expenditure increasing by nearly 140% in two years from £0.73m in 14/15 to £1.73m in 16/17 (see Appendix A) with projections for 17/18 well in excess of £2.0m. Moreover, length of stay in such provision

seems to be extending with the average stay for those who have left (as of 30 September 2016) being around 37 weeks with the cohort remaining in situ at that time moving towards an average of 50 weeks.

Unaccompanied Asylum Seeking Children (UASC)

The number of UASC accruing LAC (and, where eligible, subsequently Leaving Care) status in Lincolnshire has increased more than five-fold between 2011/12 to 2015/16 to 43 children and young people.

Those under 16 years of age are generally placed into IFA provision with fifteen UASC in such provision as of March 2017. The same numbers of 16-17 year olds are in low-level supported accommodation outsourced to a provider delivering the service in Peterborough. In addition, there are 37 UASC aged over 18 years with the same provider receiving low level supported accommodation whilst accessing a Leaving Care service from the commissioned provider Barnardo's. Funding from the Home Office covers the cost of UASC provision, including those accessing a Leaving Care service.

Mental Health

Children and Adolescent Mental Health Services (CAMHS)

All children and young people can access universal services such as GPs, child and young people Nurses and Education settings etc. which may be able to provide some initial universal support or signposting for emotional need support. CAMHS provides highly specialist mental health support which is delivered by clinical experts from within the contracted service provider. CAMHS is available for all Children and Young People in Lincolnshire from birth to the age of 18 years (or 25 years of age for those accessing leaving care services), with referral criteria that service users need to meet to ensure that treatment is provided appropriately and when it is in the best interest of the service user.

CAMHS provides screening, assessment, and both short and medium term intervention, stabilisation and resolution for a range of newly emerging or low severity mental health problems in children and young people and on-going treatment and management of more severe, long term and/or complex mental health conditions. The types of support CAMHS offers includes diagnosis and treatment for depression, anxiety, eating disorders, psychosis, PTSD and trauma, self-harm, bereavement, harmful sexualised behaviour etc.

The total number of referrals received into the service during 2015/16 was 4,427, 142 (3%) lower than previous year. The overall percentage of cases declined over the 12 month period was 18%. In terms of referrals by source, GPs are the highest referrers (2,537 or 57.3%) for 2015/16 followed by other medical sources (1,316 or 29.7%) such as Nurses, Community Paediatrics etc. and Schools (262 or 5.9%). See Appendix A for more details.

For 2015/2016 the highest factor for referrals to Primary CAMHS services was Anxiety (472 referrals) followed by Low Mood (302 referrals) and Self-Harm (128 referrals). There is a very similar picture in Tier 3 CAMHS with the highest number of referrals for Anxiety (929) Low Mood (748) and Self-Harm (472) but a much higher number of referrals for Behaviour Problems with 551 referrals at Tier 3 (compared to 62 referrals for Primary).

97% of patients receiving Tier 3 services were seen within the 12 week target in 2015/16 whilst average waiting time for Primary CAMHS services was in line with the 6 week target. 77% of LAC were seen within the 4 week target for the cohort with the average waiting time being below 3 weeks. In comparison to the national wait target (from referral to intervention) of 18 weeks, Lincolnshire's average for the majority of targets was within 6 weeks.

Satisfaction surveys within the service show children and young people gave scores above 89% - for being 'listened to', 'treated well', 'taken seriously' and 'providing a good service' – against a target of 95%. The score was 91% for parents of children and young people.

A new model of service was introduced in April 2016, linked to the recommendations of the Future in Mind report and associated Transformation Fund monies, following the involvement of over 55 stakeholder groups. CAMHS is now delivered through a single point of access and includes a specific service relating to Eating Disorders.

Outside of the 'core' CAMHS (an integrated provision delivering care through a number of evidenced based pathways related to depression, anxiety, PTSD and trauma, self-harm etc. offering a wide range of interventions, including access to self-help and group interventions) there are additional areas of support e.g. to young people with a learning disability, to those in transition to adult care, Targeted Early Access to Mental Health support (TEAMHS) which supports universal services and includes a professional advice line, consultation clinics, training programmes, self-help materials and a local directory of CAMHS and other related services.

Another key area of development within the new model is the Crisis and Home Treatment Service (C&HTS) which aims to provide a specialist CAMHS intensive community based outreach model of service for children, young people and families whose high levels of complex needs cannot be met by the existing integrated core CAMHS usually due to risk and /or severity of mental illness. C&HTS offers a high intensity, time limited programme of intervention, linked to existing care plans, without duplication of services and is available seven days a week, 365 days per year. Introduced in April 2016, the C&HTS has achieved a score of 90% (against a target of 95%) for emergency telephone responses within 4 hours and 97.6% for the delivery of a face-to-face appointment within 24 hours against the same target of 95%.

Overall, as of June 2017, whilst the risk rating is **Green**, the performance of the CAMHS contract by the contracted provider is rated as **'Requires Improvement'** due to specific areas of the contract not meeting agreed KPIs including wait times, referral pathways and user engagement.

Online Counselling

Under the Mental Health umbrella of services there is also outsourced provision via contract (£0.2m) of an online counselling service, www.Kooth.com, delivered by a contracted provider. This gives Lincolnshire young people (aged 11-25 years) access to a 24/7 online counselling service that offers direct counselling with a qualified therapist (delivered in chat sessions, or via messages), self-help articles and documents on a wide range of different topics and community support with peer-to-peer interaction delivered via podcasts, journals, forums and magazines.

Kooth helps young people with a wide range of low level emotional wellbeing needs, engaging with young people at the earliest opportunity to prevent needs from escalating. The predominant needs of service users in Lincolnshire include anxiety, depression, self-harm, loneliness, family relationships and self-worth, and are very much aligned with the needs identified in other areas.

Since the service started in Lincolnshire, over 5,000 young people have registered. The service is able to evidence excellent feedback from users, with a consistent average satisfaction score of 4.5/5. Based on the June 2017 contract ratings, the service is rated as **Good**, with a risk rating of **Green**, collectively identifying that the provision is successful and that there are no specific concerns.

Emotional Wellbeing Service (EWS)

A new outsourced Emotional Wellbeing Service will commence on 1 October 2017, delivered by the same contracted supplier who deliver CAMHS, to complement the services described above. The proposed annual expenditure of £2.0m is not included in the budget figures in Section 3. The new service will provide direct interventions to school-aged Lincolnshire children and young people, and their families, who are experiencing emotional wellbeing concerns, which do not meet the thresholds for other services, e.g. CAMHS. Direct interventions will include one to one support and group work, providing early intervention to prevent needs from escalating.

The service will also offer support to schools to build resilience and to upskill school-based staff to enable them to become more confident in meeting the emotional wellbeing needs of their pupils. The service will be designed to meet gaps in current provision in Lincolnshire and will refer/signpost to other services when required, as well as support children and young people in gaining confidence in accessing services.

5. Cross-Cutting Considerations

5.1. Other Commissioning Strategies

There are a number of inter-dependencies between the Safe & Healthy Commissioning Strategy and other Commissioning Strategies within the Council.

Readiness for Adult Life (RfAL) - This commissioning strategy aims to ensure all young people should have an equal opportunity to do well, to lead happy and fulfilled lives and make their own choices to shape the direction of their own lives. The growth in INSA placements has a clear correlation with the Supported Accommodation service and how each can be commissioned in the future to support this cohort of young people, facilitate step-up/ step-down provision and prevent escalation of need.

Children's mental health services that feature within the S&H strategy, and how young people transition into adult mental health, also has implications for the RfAL strategy.

Learn and Achieve - This commissioning strategy aims to ensure all children and young people will learn and achieve, enabling them to reach their potential. There is considerable affinity between the two strategies particularly with regard to the correlation of young people remaining safe and (mentally) healthy in order to succeed in terms of educational achievement and in relation to outcomes for LAC who traditionally underperform in terms of educational qualifications against their peers.

Readiness for School – This commissioning strategy aims to commit agencies to work together to help shape the early years of all children in Lincolnshire, contributing to a wide range of outcomes during this formative stage and ensure they are ready for school. There are clear parallels between the aims of the two strategies particularly with regard to achieving outcomes for LAC, including UASC who may not have English as a first language, to give them the best start in life.

Adult Specialities - This commissioning strategy aims to improve outcomes for adults with mental health, learning disabilities and/or autism. There is a key link within this strategy to children and young people mental health services and the potential requirement for young people to make the transition to Adult Mental Health services, especially LAC who are more likely to experience poor mental health, often as a direct result of trauma. Mental Health services across Children's and Adult services are currently commissioned through an agreement with Lincolnshire NHS Partnership Foundation Trust (LPFT). There are clear, established pathways for C&YP to provide the appropriate care and support through transition to adult services where needed.

Equally for those LAC with disabilities, before the young person turns 18 a Transition Assessment must be carried out if it is considered that the young person is likely to have care and support needs when they turn 18. Not all young people who have care and support needs will be known to Children's Services but may have support needs when they turn 18.

Transition Assessments need to be carried out early enough so that the right care and support is in place should the young person move in to Adult Care and to enable this service to plan its own commissioning strategy to be able to meet emerging needs.

Safeguarding Adults - The purpose of this commissioning strategy is that vulnerable adults' rights are protected so that everyone can live safely and free from abuse and neglect. There are obvious synergies with the S&H Strategy which aims to replicate the vision for children and young people.

Adult frailty, long term conditions and physical disability – The Strategy focuses on supporting people to live in their own homes for as long as they wish by developing high quality, personalised services that are flexible, responsive and give people choice and control over how their care and support is provided. There is some resonance with the S&H Strategy in that there are a number of children with a disability who are also LAC and who will require a Transition Assessment, before the young person turns 18.

Carers - This commissioning strategy aims to ensure that carers feel respected and are able to balance their caring roles and maintain their quality of life. This is a joint strategy for all young and adult carers and aims to ensure that carers look after their own health as well as being able to keep the person they look after safe, linking directly to the S&H strategy.

Enablers and support to the Council's outcomes - This commissioning strategy includes the enablers required to support the delivery of the Council's agreed outcomes, such as ICT, Property, People Strategy, Commissioning and Strategic communication. One key area of synergy in particular is the relationship between Information Governance, covered in this strategy, and ensuring the safety of LAC, covered within the S&H Strategy.

How we do our business - This commissioning strategy includes the overarching governance and standards for the Council, including decision making through the democratic process.

Protecting the Public - This commissioning strategy covers all of the work required in order to protect the communities in Lincolnshire. Activities and outcomes within the S&H strategy supports priorities such as preventing and reducing crime and reducing anti-social behaviour.

Wellbeing - This commissioning strategy aims to assist improvements in the health and wellbeing of the population as a whole; it covers advice, information and preventative services. There are inter-dependencies with the S&H strategy with regards to effective health advice and support, particularly with regard to mental health and access to health services for LAC, supported housing and the treatment of substance misuse.

5.2. Council Service Areas

Beyond Children's Services, there are key dependencies for this strategy in meeting the needs and outcomes with other service areas across the organisation.

Adult Care and Community Wellbeing – Specifically concerning the support provided following the transition of young people with SEND and young people with mental health problems into the specialist adult services and physical disability teams, supporting those with learning and physical disabilities, and poor mental health. The carers service is also pivotal at a strategic level in supporting the needs of young and young adult carers, helping them to remain healthy particularly during any transition to Adult services.

Public health functions are a key enabler in young people, particularly for LAC where the Council acts as Corporate Parent, staying safe and healthy through, for example, the support provided with housing, health services and healthy lifestyles.

Environment and Economy – this strategy can positively affect areas such as economic growth in having young people with the resilience and mental health wellbeing for employability in the local economy.

Resources/ Communities – this strategy can positively affect areas such as public protection in terms of the prevention and reduction of crime, including fires and their consequences, and anti-social behaviour.

5.3. Joint Strategic Needs Analysis (JSNA)

The JSNA is a shared evidence base made up of commentaries and data sources which reports on the key areas of health and wellbeing in Lincolnshire. Each topic area assesses the current picture in Lincolnshire, existing services and looks ahead to potential future level of need to support effective service planning and commissioning. The following topics have been considered as part of this strategy:

- Education Attainment: Foundation & Key Stage 4 – having a specific focus on enabling educational achievement of Lincolnshire Children by, first and foremost, keeping them safe and supporting them to be healthy, including developing resilience. With particular regard to LAC, the priority will be on the achievement gap between LAC and their peers throughout their education.
- Looked After Children – considering how to reduce the numbers of LAC through preventative services, ensure LAC fulfil their potential by enhancing placement stability and wrap-around support, including from Corporate Parenting partner organisations, and delivering sufficiency of accommodation with provision in Lincolnshire.
- Mental Health & Emotional Wellbeing – understanding the impact this has on children and young people, including vulnerable groups such as LAC, and developing responses to improve their mental health and emotional wellbeing.
- Mental Health (Adults) – developing pathways to ensure the smooth transition of children and young people with mental health issues into Adult services.
- Suicide – particularly understanding and helping LAC who self-harm through building up resilience to better maintain good emotional health and wellbeing, and understanding the role of elements such as social media in youth suicides and self-harm.
- Special Educational Needs and Disability – focusing on ensuring that children with a disability have the right support to stay safe and remain as healthy as they can be.
- Teenage Pregnancy – focusing on keeping young people safe within the context of healthy relationships and having aspirations for the future, as well as positive sexual health.
- Carers – linking in with the Joint Carers Strategy and Commissioning Strategy to help Young Carers remain healthy and the children and young people being cared for to stay safe.
- Housing & Health – focusing on helping children and young people to grow up in a family environment, wherever it is safe to do so, and ensuring the sufficiency of accommodation with support.

5.4. Additional Considerations

In addition to other Council service areas, strategic partners such as Lincolnshire Schools, Health providers, Police and District councils are critical in their contribution to young people staying safe and healthy. Appropriate educational, social and emotional skills developed whilst at school are central to children and young people's wellbeing and in fostering resilience.

District Councils have a key role to play in supporting the housing needs of young people who are homeless or are at risk of being homeless, and Lincolnshire LAC as part of the county's overall Corporate Parenting role. The Council works closely with Districts as part of the delivery board overseeing the Lincolnshire Youth Housing Strategy, which seeks to bring key partners and stakeholders together to create coordinated and joined up services across Lincolnshire for young people, including LAC, who experience difficulties with housing. All partners across Lincolnshire are committed to ensuring that all young people experiencing difficulties with housing receive the help and support that they need to stay safe and healthy. The strategy considers the whole youth housing pathway and identifies opportunities for effective service delivery right from areas of early intervention and education through to independence and the support to succeed.

Health providers are pivotal to supporting children and young people to stay safe and maintain their health and wellbeing. Children's Services work closely with primary health care partners to ensure essential services such as health and dental checks are delivered for LAC with regular updates to the Corporate Parenting Sub-Group. Engagement with health care practitioners and more specialist health provision helps to identify and support children and young people with mental health problems.

In the development of future Commissioning Plans to enable this strategy to succeed, it will be essential to ensure that a number of additional statutory elements are considered, including: the Social Value Act, Section 11 (safeguarding) of the Children's Act, Section 17 Crime & Disorder Act, Information Governance, Equality & Diversity and, Business Continuity & Resilience.

6. Summary of Analysis Findings

6.1. Analyses Undertaken

The following analysis activities have been carried out:

- Political priorities / risks – through engagement with the Executive portfolio holder as part of Executive Directorate Management Team meetings (DMT) along with desktop analysis (see Appendix B).
- Demographic and stakeholder engagement feedback – various engagement activities are undertaken in relation to the specific commissioned services set out in this strategy. An overview can be found in Appendix B.
- Legal framework, national and local policy and guidance – a desktop analysis has been undertaken as set out in Appendix B.
- Current performance – analysis has been produced within Appendix A.
- Available resources now and in the foreseeable future – a financial summary, including identified pressures and saving requirements can be found in Appendix A.
- Market offers (external / internal) – an overview of the marketplace is available in Appendix B.

6.2. Interpretation of Analysis

We interpreted the above analyses to identify emerging issues and other factors that we need to take into account for this Commissioning Strategy - a summary of this interpretation is detailed below utilising a Signs of Safety approach.

What is working well?	What are we worried about?
<ul style="list-style-type: none"> • Ofsted rating 'Good' in 2015 with Adoption Performance receiving a rating of 'Outstanding' • CQC Rating of 'Outstanding' for CAMHS • Substantial investment in Foster Care Recruitment Team to enhance recruitment and retention • Lincolnshire has one of the highest compositions of in-house Foster Carers within the CIPFA LAC benchmarking club • Value for Money in many areas e.g. Lincolnshire direct cost per LAC per week (£672) is significantly lower than the average (£882) • Cost of in-house foster care and residential children's homes provides significant value for money, especially in comparison to the independent marketplace • Current Performance Data evidences the following: 	<ul style="list-style-type: none"> • Overall lower spend per head of 0-17 population but spend per head differential is reducing in comparison to regional or national benchmarks • LAC numbers and LAC per 10,000 have significantly increased over the last 5 years in comparison to national and regional growth. • Consistent financial pressures within the LAC budget as a result of growth in numbers • Concern around the effective targeting of early prevention services that prevent escalation of need and stop children becoming LAC • Ability to recruit and retain foster carers in light of: <ul style="list-style-type: none"> ○ withdrawal due to ill-health or reaching retirement age ○ withdrawal due to feelings of isolation and/or lack of support ○ increased competition from independent sector ○ growing complexity of children requiring foster care

<ul style="list-style-type: none"> ○ Fostering and Adoption rates above target ○ Matching a child in care to adoptive family above target ○ Comparably lower rates of LAC per 10,000 year on year ○ Child Protection and LAC cases reviewed in timescales ○ High stability rates within LAC placements ○ Consistently lower spend ratio on Children's Social Care when compared against all comparators ● Extensive use of kinship care arrangements to ensure children and young people are able to reside with extended family ● Extensive use of Special Guardianship Orders to formalise care arrangements offering permanence and greater security ● Opportunity to re-shape services for LAC and Care Leavers in line with "Putting Children First" and "Keep on Caring" ● Impending investment in an Emotional Wellbeing service to support complex and emergent behaviours ● Waiting times for LAC for CAMHS is above target and compares favourably with services nationally ● Comprehensive re-design and implementation of a new service model for CAMHS that includes: <ul style="list-style-type: none"> ○ Professional Advice Line ○ A 24/7 countywide Crisis and Home Treatment Service ○ Countywide Eating Disorder Service ○ Consistently good feedback from patients and parents ○ "Lost Luggage" stakeholder engagement group ○ Targeted work designed to reduce mental health stigma ● Successful bids to NHS England for a further £1.5m funding per year for Mental Health services ● Collaboration with East Midlands and North East Lincolnshire on a Children and Young People's Improving Access to Psychological Therapies (IAPT) programme ● Joint working with CCG's and development of a Future In Mind Steering Group with multi-agency representation ● An online counselling service available 24/7 countywide 	<ul style="list-style-type: none"> ● Significant growth in the number of placements in (comparatively) expensive Independent Residential Children's Homes ● Lack of effective step-up/ step-down provision to enable transition of LAC from Residential Care to semi-independent living in a timely manner ● The growth in kinship care provision and SGOs requires increased resources from the LA compared to informal kinship care (although this remains more cost effective than foster care) ● Growth in kinship care arrangements and LAC for the 0-5 cohort queries targeting of preventative services ● There are increasing numbers of UASC coming into Lincolnshire ● Substantial growth in the number of the INSA cohort with associated significant increases in cost ● Growth of 'Neglect' (75%), 'Physical Harm' (117%) and 'Emotional Harm' (52%) as reasons for entry of children into care ● Strengthen performance management of Early Help service to target services effectively and validate the outcomes and deliverables being achieved by Early Help ● Concerns over LAC workforce recruitment and retention ● Increasing complexity of adolescents entering care may increase placement instability ● Financial pressures linked to the new strategies "Putting Children First" and "Keep on Caring" ● Concerns in embedding the new CAMHS model relating to the: <ul style="list-style-type: none"> ○ ongoing development of pathways, including the Behaviour Pathway ○ recruitment and retention of staff ○ sustainability of ambitious, stretch performance indicators ○ ability to evidence service users shaping of the service ○ strengthening of financial arrangements ● Ability to work effectively with Schools to raise awareness of mental health issues and train teaching staff on early signs of mental health ● Potential over-demand on both the online counselling service and Emotional Wellbeing service
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6.3. Conclusions from Interpretation

What are we going to do about it?

- Undertake a 'Deep Dive' of the current and recent LAC cohort to ensure children are transitioning to LAC status within appropriate thresholds and evaluate if more could be done, together with partner organisations, to avoid children becoming LAC
- Deliver the Partners in Practice programme to improve practice in Lincolnshire, transform the quality of Children's Social Care Services and Early Help arrangements, and support reform of the wider system within Children's Services
- Develop a local model of suitable and appropriate accommodation options that effectively manages the cohort of young people requiring accommodation with support and adopt a multiagency approach to target support to the right young people, at the right time, in order keep children safe in their families where appropriate to do so in order to reduce the overall LAC population
- Undertake a review of existing CAMHS commissioning arrangements, including the Future In Mind Strategy, to inform future intentions in partnership with other agencies
- Review the effectiveness of early intervention services including the development of a performance management programme to understand the quantifiable outcomes delivered by the service and the relationship to reducing the number of LAC
- Understand why Lincolnshire has a higher rate of growth of CIN than national, east midlands or statistical neighbour comparators and take corrective action
- Develop and monitor delivery of an Emotional Wellbeing Service providing direct intervention to school-aged Lincolnshire children and their families experiencing emotional wellbeing issues
- Undertake targeted marketing and recruitment campaigns to support the growth of the in-house Foster Care Market
- Improve support to in-house foster carers to increase retention rates and commence a rolling programme of learning from exit interviews
- Undertake targeted work to support the recruitment and retention of and the ongoing development of in-house Residential Children's Workers leading to the creation of a flexible support service that can meet the needs of all LAC including those with the most complex needs

7. Options for Final Outcomes and Future Delivery

Outcome 1: Children are safe and protected from harm	
Child Protection	
Safeguarding is the fundamental priority of Children's Services, the golden thread underpinning all activity. Child protection – from contact and referral to assessment and support – is therefore an essential element of the work of Children's Services.	
Service Delivery	Potential Risks
Contact services are provided through the Customer Service Centre with assessment and support services delivered by Social Workers in locality teams meeting the needs of children and families under s17 (Children in Need) and s47 (Child Protection) of the Children's Act 1989. Contracted out services include the Return Interview service, for those children who have runaway or gone missing from home or care Consideration will also need to be given to the RfAL Strategy (links to supported accommodation) as well as Safeguarding Adults, Adult Specialities and Adult Physical Disabilities (links to transition for CWD)	<ul style="list-style-type: none"> • Growing number of LAC and financial impact on Children's Services • Growing numbers of CIN, especially 0-5 cohort • Growing numbers and increasing complexity of young people becoming known to Children's Services at later stage in life • Insufficient provision available within the Lincolnshire marketplace for accommodation with support
Policy	Finance
<ul style="list-style-type: none"> • Children's Act 1989, especially Sections 17, 20, and 47 • Section 11 of the Children's Act 2004 • Children and Families Act 2014 • Care Act 2014 • LCC LAC Sufficiency Strategy 	Although there are no further identified savings targets allocated against this area, there are additional cost pressures as a result of the need for additional social care staffing to respond to the increasing number of referrals and complexity of cases of children in need and in care, and increase in demand for accommodation for homeless young people requiring intense needs support accommodation.

Outcome 2: Children and families are supported as soon as problems emerge	
Targeted Support and Early Help	
<p>Early help means providing support as soon as a problem emerges, at any point in a child's life, from foundation through to teenage years. Providing early help is more effective in promoting the welfare of children than reacting later. Lincolnshire's early help offer puts the responsibility on all professionals to identify emerging problems and potential unmet needs for individual children and families</p>	
Service Delivery	Potential Risks
<p>The service is delivered largely through locality Early Help teams; the primary focus is to encourage early intervention to promote the welfare of children, providing support as soon as problems emerge.</p> <p>Partner agencies are encouraged to play a significant role through the development of Early Help Assessments and the adoption of a 'Team Around the Child' approach, a multi-agency process designed to provide wrap-around support to children and families</p>	<ul style="list-style-type: none"> • The growing number of LAC and the CIN 0-5 cohort raises concern around the targeting and effectiveness of early prevention services • Difficulty in establishing a performance measurement and management system to quantify the outcomes and evidence the deliverables of the Early Help service • Potential impact of reconfiguration of 0-19 Health services on prevention and capacity of Early Help
Policy	Finance
<ul style="list-style-type: none"> • Children Act 1989 • Children Act 2004, especially section 10 • Children and Families Act 2014 • Early Help Offer 	<p>There are no further identified savings targets allocated against this area for 17/18 although £0.35m is expected as a result of the decommissioning of the Family Nurse Partnership service which will be covered under the Readiness for School Strategy. In addition, there are savings of £0.22m as a result of the integration of family support capacity implemented in 2016-17.</p> <p>More importantly for Early Help services is to be able to demonstrate how the service can help generate savings in other areas through prevention of escalation of need or entry of children into care</p>

Mental Health Services	
<p>All children and young people can access universal services such as GPs, child and young people Nurses and Education settings etc. which may be able to provide some initial universal support or signposting for emotional need support. CAMHS provides highly specialist mental health support and is available, with specific referral criteria, for all Children and Young People in Lincolnshire from birth to the age of 18 years (or 25 years of age for those accessing leaving care services)</p>	
Service Delivery	Potential Risks
<p>CAMHS is delivered by clinical experts from the contracted provider who also delivers Adult mental health services. The provider will also deliver the Emotional Wellbeing service currently in development to meet the lower mental health needs of children and young people. The online counselling service is due to be recommissioned shortly for provision from April 2018</p> <p>Consideration will also need to be given to the Wellbeing Strategy that aims to improve the health and wellbeing of the people of Lincolnshire and Adults Specialities Strategy and the links to young people transitioning to Adult mental health services</p>	<ul style="list-style-type: none"> • Potential over-demand on both the Emotional Wellbeing and online counselling services • Risks of implementing a new service – Emotional Wellbeing service – with no specific referral criteria and difficulties of ensuring stakeholders understand the differences between 'Mental Health' and 'Emotional Wellbeing' • Ability to train staff in partner agencies such as schools to identify the early signs of mental health problems
Policy	Finance
<ul style="list-style-type: none"> • Future in Mind 2016 • Mental Health Act 1983 • Mental Health Act 2007 • Improving Access to CAMHS 2009 	<p>There are no further identified savings targets allocated against this area for 17/18. Service delivery is boosted by additional funding from CCGs, NHS England (Future in Mind) for CAMHS, and partner agencies such as schools to match-fund the Emotional Wellbeing service.</p>

Outcome 3: Looked After Children feel supported and reach adulthood happy and healthy	
Looked After Children	
Looked After Children services are delivered to and support children and young people in care, fulfilling the Council's statutory obligations and role as Corporate Parent to LAC in Lincolnshire. Generally, outcomes for LAC are likely to be poorer when compared to their peers in terms of education, and health and wellbeing whilst they are more likely to be represented in the youth offending population, experience teenage pregnancy and be negatively impacted by homelessness.	
Service Delivery	Potential Risks
<p>Services include fostering, adoption, residential children's homes, INSA and supported accommodation for UASC. Provision is delivered from both in-house services – with dedicated Fostering and Adoption teams, and LCC Residential Children's Homes – alongside spot-purchased placements in the independent sector for Foster Care, Residential homes, INSA and supported accommodation for UASC.</p> <p>Consideration will also need to be given to RfAL Strategy (links to supported accommodation services and Care Leavers services), Learn and Achieve Strategy (educational outcomes for LAC), Readiness for School (best start in life for LAC, including UASC) and Wellbeing, Adult Specialities and Physical Disabilities strategies (links to supported accommodation services, young people with mental health problems in transition and transition of CWD respectively)</p>	<ul style="list-style-type: none"> • Growing numbers of LAC presents significant risk to LAC services budget and, consequently, departmental budget as a whole • Growing numbers and complexity of young people requiring INSA, and associated costs in terms of spot-purchasing of placements • Sufficiency of marketplace to meet demand in Lincolnshire and further afield • Inability to enhance and maintain in-house foster carer service likely to be financially disastrous given reliance on in-house service to keep costs low • Risk of failing to maintain high-occupancy rates at in-house Residential Children's Homes – potential double impact of increased in-house costs and increase in comparatively expensive independent sector placements
Policy	Finance
<ul style="list-style-type: none"> • Children's Act 1989, especially Sections 20 and 30 • Children's Act 2004 • Children and Families Act 2014 • Keep On Caring 2016 • LCC LAC Strategy • LCC Fostering Statement of Purpose • LCC Residential Children's Homes Statement of Purpose • LCC LAC Sufficiency Strategy 	There are no further identified savings targets allocated against this area; however, an increase in the numbers and complexities of children and young people coming into care is increasing demand for INSA services alongside additional cost pressures around growth, in line with national trends, in LAC placements and SGOs.

8. Future Strategy

Outcome 1: Children are safe and protected from harm			
What will we do?	When?	Who will do it?	Are there any risks?
Undertake a 'Deep Dive' of current and recent LAC cohort to ensure children are transitioning to LAC status within appropriate thresholds and evaluate if more could be done, together with partner organisations, to avoid children becoming LAC	December 2017	Assistant Director, Children's Services Children's Locality Service Manager	<ul style="list-style-type: none"> • Future funding requirement due to growth in LAC population • Impact on other areas of departmental budget
Deliver the Partners in Practice programme to improve practice in Lincolnshire, transform the quality of Children's Social Care Services and Early Help arrangements, and support reform of the wider system within Children's Services	April 2018	Assistant Director, Children's Services Service Manager – Partners in Practice Programme	<ul style="list-style-type: none"> • Ability to innovate and deliver reforms within legislative parameters • Sufficient level of resources to support under-performing other Local Authorities • Change management of existing services
Implement a LAC/Care Leavers programme board to develop a local model of suitable and appropriate accommodation options that effectively manages the cohort of young people requiring accommodation.	June 2017 (Board) July 2018 (model) July 2019 (commissioned services)	Assistant Director, Children's Services Children's Corporate Parenting Manager	<ul style="list-style-type: none"> • Lack of capacity/ resources of partners to support • Sufficiency of supplier market to provide effective services • Ability to source suitable accommodation • Increasing numbers and complexity of young people requiring support
Undertake a review of existing CAMHS commissioning arrangements, aligned to the Future In Mind Strategy, to inform future intentions in partnership with other agencies	April 2018	Assistant Director, Children's Services Children's Commissioning Service Manager	<ul style="list-style-type: none"> • Ability to recruit and retain staff • Sustainability of ambitious, stretch performance indicators
How will we measure these actions are improving this outcome?			Target:
Number of Looked after Children per 10,000 under 18s* (Plan is best)			48
Number of Children with a Child Protection Plan per 10,000 under 18 years old* (Plan is best)			24
Child Protection Plans lasting 2 or more years (Lower is better)			2%
Children becoming the subject of a Child Protection Plan for a second or subsequent time (Lower is better)			13%

Percentage of child protection cases which were reviewed in required timescales (Higher is better)	100%
Percentage of assessments completed within timescale (Higher is better)	92%
Vacancy Rate of Social Workers (Lower is better)	14%

Outcome 2: Children and families are supported as soon as problems emerge			
What will we do?	When?	Who will do it?	Are there any risks?
Review the effectiveness of early intervention services including the development of a performance management programme to understand the quantifiable outcomes delivered by the service and to help reduce the need for statutory intervention	April 2018	Assistant Director, Children's Services Children's Locality Service Manager	<ul style="list-style-type: none"> • Potential upheaval of reconfiguration of Early Help service and implications for recruitment and retention of staff • Possible perverse incentive to meet targets rather than deliver outcomes
Improve understanding of why more complex young people are coming through the front door in order to determine what can be done to identify them in order intervene earlier and remedy the situation	April 2018	Assistant Director, Children's Services Children's Corporate Parenting Manager	<ul style="list-style-type: none"> • Potential future funding requirement if unable to reconfigure existing services
Develop and monitor delivery of an Emotional Wellbeing Service providing direct intervention to school-aged Lincolnshire children and their families experiencing emotional wellbeing issues	April 2018	Assistant Director, Children's Services Children's Commissioning Service Manager	<ul style="list-style-type: none"> • Potential over-demand on the service • Ability to work effectively with Schools and train teaching staff on early signs of mental health
How will we measure these actions are improving this outcome?			Target:
Number of Looked after Children per 10,000 under 18s* (Plan is best)			48
Number of Children with a Child Protection Plan per 10,000 under 18 years old* (Plan is best)			24
Children becoming the subject of a Child Protection Plan for a second or subsequent time (Lower is better)			13%
Percentage of Social Care Referrals that are re-referrals (Lower is better)			18.5%
Percentage of assessments completed within timescale (Higher is better)			92%
Vacancy Rate of Social Workers (Lower is better)			14%

Outcome 3: Looked After Children feel supported and reach adulthood happy and healthy			
What will we do?	When?	Who will do it?	Are there any risks?
Undertake targeted marketing and recruitment campaigns to support the growth of the in-house Foster Care Market	Ongoing	Assistant Director, Children's Services Children's Regulated Services Manager	<ul style="list-style-type: none"> • Inability to maintain and enhance in-house foster care service a huge financial risk for Children's Services • Competing with independent foster care agencies for foster carers
Improve support to in-house foster carers to increase retention rates and commence a rolling programme of learning from exit interviews	April 2018	Assistant Director, Children's Services Children's Regulated Services Manager	<ul style="list-style-type: none"> • Inability to maintain and enhance in-house foster care service a huge financial risk for Children's Services • Enhancing support requires invest-to-save approach at time of acute financial pressure
Targeted work to support the recruitment and retention of and the ongoing development of in-house Residential Children's Workers leading to the creation of a flexible support service that can meet the needs of all LAC including those with the most complex needs	April 2018	Assistant Director, Children's Services Children's Regulated Services Manager	<ul style="list-style-type: none"> • Ability to recruit and retain staff • Inability to meet the needs of most complex young people likely to result in more expensive placement in independent sector
How will we measure these actions are improving this outcome?			Target:
Average time between a child entering care and moving in with its adoptive family* (Lower is better)			430 days
Average time between the Local Authority receiving court authority to place a child and the Local Authority deciding on a match to an adoptive family* (Lower is better)			200 days
Fostering/adoption of LAC aged 10 to <16 years old (Higher is better)			88%
Stability of placements of looked after children : Number of moves (Lower is better)			8%
Stability of placements of looked after children: length of placement (Higher is better)			68%
Looked after children cases which were reviewed within required timescales (Higher is better)			100%
Participation of LAC in reviews (Higher is better)			100%
Percentage of Looked after children with an up to date health check (Higher is better)			98%
Percentage of Looked after children with an up to date dental check (Higher is better)			98%
Percentage of Looked after children with an up to date routine immunisations (Higher is better)			98%
Percentage of privately fostered children visited within required timescale (Higher is better)			96%

* Indicates targets included within the Council's Business Plan

9. Review Timetable

Action	From	To	Lead
Engage with strategic leads for interim progress monitoring	December 17	January 18	Children's Commissioning
Provide interim progress report to Children's DMT	February 18	February 18	Lead Officers Children's Commissioning
Update commissioning strategy following review	February 18	February 18	Lead Officers
Collate annual review progress monitoring	May 18	June 18	Children's Commissioning
Monitor progress of interdependent commissioning strategies and evaluate impact	May 18	June 18	Lead Officers Children's Commissioning
Draft Annual Commissioning Strategy Review Report to Children's DMT	July 18	July 18	Lead Officers Children's Commissioning
Annual Commissioning Strategy Review Report to C&YP Scrutiny Committee	September 18	September 18	DMT Lead Officer

10. Appendices

Appendix A

Performance Metrics

- Performance Data Overview
- Financial Data Overview



SH Appendix A
Performance Metrics \

Appendix B

Influential Overview

- National and Local Policy
- Stakeholder Engagement
- Marketplace



S&H Appendix B
Influential Overview \

Appendix B

Children's Services Readiness for Adult Life

Document Control	
Version	
Version Number:	001
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Name:	Jo Kavanagh
Position:	Interim Assistant Director Children's Services
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1. Executive Summary

This commissioning strategy reviews how Children's Services is performing to ensure that Lincolnshire children and young people are ready for adult life, adopting a Signs of Safety approach to understand what is working well, what we are worried about and establishes priorities to address what we are going to do about it.

The objectives we will accomplish in order to ensure that positive outcomes for children and young people are achieved include:

Outcome 1: Young people are supported to reach their potential

- **Objective 1** - Develop and implement an Intense Needs Supported Accommodation strategy to reduce the demand of provision and manage the sufficiency of supply.
- **Objective 2** - Work collaboratively with the Greater Lincolnshire LEP and the national Careers and Enterprise Company in a pilot to help strengthen connections between businesses and schools across Lincolnshire.
- **Objective 3** - Transform the way in which we engage and interact with those young people who demonstrate high risk taking behaviours (YOS, anti-social behaviour, substance misuse etc.) in order to develop a relationship based practice approach to improve their outcomes.

Outcome 2: Care leavers are safe and are able to lead independent lives

- **Objective 4** - Agree commissioning intentions beyond the end date of the existing Leaving Care contract to provide stability for existing care leavers and staff.
- **Objective 5** - Undertake a review of the Leaving Care service to determine the most effective commissioning route to meet the needs of care leavers.
- **Objective 6** - Respond to the new legislation which will extend the Local Authority and partner agencies responsibilities towards care leavers.

Outcome 3: Vulnerable young people are appropriately supported to be able to succeed as their peers

- **Objective 7** - Determine an appropriate means of measuring progress and outcomes of young carers as part of the council-wide commissioning strategy.
- **Objective 8** - Establish a 'Caring to Learn' partnership as part of the Partners in Practice programme to enhance educational outcomes of LAC.
- **Objective 9** - Provide a tender submission to the YJB to deliver secure accommodation beyond the end of the existing contract.
- **Objective 10** - Evaluate future options in supporting the sufficiency of the welfare and criminal justice market through the LSU, including options for developing welfare provision.
- **Objective 11** - Integrate the Youth Offending Service into locality teams to support children and families at an early stage and reduce reoffending rates.

In achieving these outcomes, services will be commissioned to ensure they provide children, young people and their families with the right support, of the right quality, in the right place, at the right time and for the right price.

2. Background & Introduction

The principles of Readiness for Adult Life (RfAL) are that all young people should have an equal opportunity to do well, to lead happy and fulfilled lives and make their own choices to shape the direction of their own lives.

This commissioning strategy has been developed following an interpretation analysis of a number of factors including:

- Performance data and management information
- Finance position
- Local and national marketplace
- Policy and Practice
- Stakeholder engagement
- Direction of travel

Deriving this information has taken place utilising a number of formats comprising; desktop analysis, multi-disciplinary stakeholder discussion and service expert gatherings. The strategy is supported by and is embedded in conjunction with a number of key strategies and policies including (not an exhaustive list);

- Early Help Strategy
- Joint Strategic Needs Assessment
- Joint Health & Wellbeing Strategy
- Child Poverty Strategy
- LAC Strategy
- LAC Placement Sufficiency Strategy
- Participation Strategy
- Youth Housing Strategy
- Care Leaver's Charter
- Joint Commissioning Framework for Children and Young People (CYP) with Special Educational Need and Disability (SEN&D)
- SEND Code of Practice 0-25 years 2015

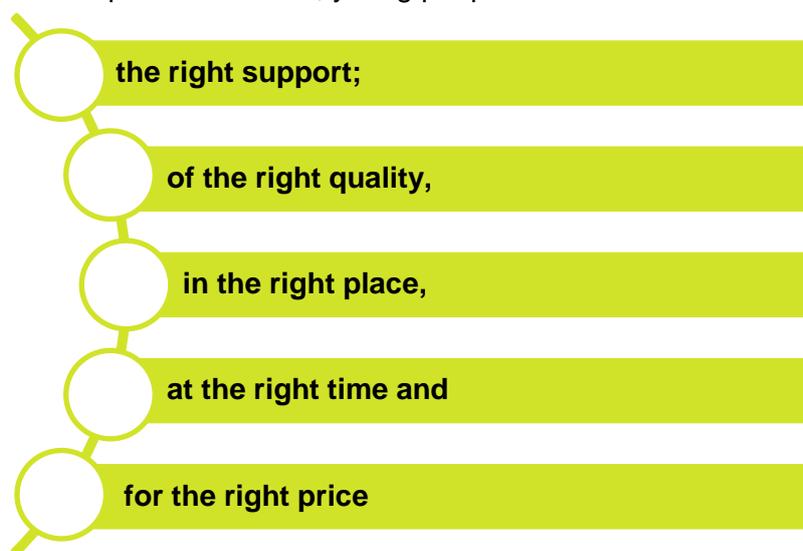
Whilst this strategy is focussed on the outcome of RfAL, there are many interdependencies with the other Children's Services commissioning strategies; Readiness for School, Learn and Achieve and Safe and Healthy. The strategy forms part of the Council's Business Plan outcome that; *'the health and wellbeing of the population is improved, people remain independent for longer and feel responsible for the future'* and has an impact on the other commissioning strategies which support this outcome.

Many of the transitions young people undertake can shape the next few years of their lives but the transition to adulthood is particularly significant as many of the choices taken at this time can have long lasting consequences which shape the future of that young person as an adult within the community. Although much transition planning may start within the school and home environment during adolescence, young people may have been thinking about their future plans for some time.

Common issues such as leaving school can feel like a huge step, but transition planning for some young people is also about their journey in leaving Children's services and entering Adult services, whether that is in relation to mental health services, social care or disability related services. This collection of moves is part of transitioning to Adulthood and where collaborative working between the Council, schools and health partners is essential to ensure young people are supported to reach their potential.

3. Scope of the Commissioning Strategy

The strategy will support the Five Children's Commissioning Rights which aims to ensure that we provide children, young people and their families with:



The service components in scope of the RfAL Strategy have a total funding allocation of £4.9m (16/17 year-end budget) and are broken down as follows:

- Supported Accommodation (£0.9m) – provision which has been outsourced to provide county-wide support and accommodation to vulnerable young people who are homeless or at risk of homelessness.
- Leaving Care services (£1.96m) –outsourced provision providing help to young people whom have previously been looked after by the Local Authority to develop the life skills they will need to look after themselves.
- Support for Young Carers (£0.23m) – commissioned in-house to provide information, advice, guidance and support to c1,200 young people registered as Young Carers in Lincolnshire.
- Positive Activities for Young People (£1.48m) – delivered through the Lincolnshire Youth Hub which consists of a number of teams, both in-house and community grant funded, that are an integrated part of the drive to support and empower the most vulnerable groups of children and young people.
- Secure Accommodation (-£0.34m) – an in-house mixed gender 12 bedded Secure Children's Home, working with those aged 10-17, providing the highest level of care and education for young people placed via the courts for youth justice or welfare reasons.
- Youth Offending Service (YOS) (£0.67m) – the service is currently delivered in-house through a dedicated, central team aiming to prevent youth offending; working with offenders to avoid re-offending; and engage victims and offenders in 'restorative justice'.

4. Where We Are Now

A detailed analysis of the performance of existing services supporting this strategy can be found within the Performance Metrics document at Appendix A. The following extracts identify the prominent measures and performance information supporting this commissioning outcome.

Lincolnshire County Council received an Ofsted inspection in 2014. The single inspection of "Children's Services and review of the LSCB" returned the following findings:

Children who need help and protection	"Good"
Children looked after and achieving permanence	"Good"
Experiences and progress of care leavers	"Good"
Adoption Performance	"Outstanding"
Overall Performance	"Good"

These findings put Lincolnshire ahead of the majority of other Local Authorities in the East Midlands. Overall, however, the national trend shows a significant number of LA's (51%) are performing at a rate of "Requires Improvement".

The table below shows the 2016/17 targets for Readiness for Adult Life within the Council Business Plan.

Measures Measures are how we will monitor and report progress in achieving the outcome.	Annual Target April 16 – March 2017	Actual Performance and Tolerance as at 31 March 2017
Achievement gap between disadvantaged pupils and their peers at key Stage 4 (Smaller percentage is better)	In line with National	Actual: 32% Tolerance: Upper 1%point Lower 2% points
16-18 year old Looked After Children participating in Learning (Higher percentage is better)	85%	Actual: 77.94% Tolerance: Upper 87.5% Lower 78.8%
Care Leavers in Suitable Accommodation (Higher percentage is better)	90%	Actual: 93.3% Tolerance: Upper 98% Lower 86%
Juvenile first time offenders (Lower number of offenders is better)	203 young people	Actual: 265 young people
Victim Engagement (Higher percentage is better)	25% (April 2015 – March 2016)	Actual: 63.6% (April 2015 – March 2016)
Juvenile Reoffending Rates (Lower percentage is better)	34.8% (January 2015- December 2015)	Actual: 32.9% (October 2013 - September 2014)

In addition to the Council Business Plan, there are a number of Children's Services key performance measures (2016/17) for the directorate:

- % of 16-18 year olds not in education, employment or training (smaller percentage is better)
 - Q4 Target: 3.5%
 - **Q4 Actual Performance: 3.57%**
- % of 16-18 year olds with an unknown situation (smaller percentage is better)
 - Q4 Target: 4%
 - **Q4 Actual Performance: 18.18%**
- Care Leavers in Education, Employment or Training (higher percentage is better)
 - Q4 Target: 66%
 - **Q4 Actual Performance: 67.5%**

Whilst many targets are being met or exceeded there are a number which are under-performing which will require a review and subsequent actions to improve performance.

Supported Accommodation

Supported Accommodation for young people in Lincolnshire is currently commissioned through a contract (value £0.87m p/a) with an external supplier which acts as the lead organisation of a collaboration of four other suppliers. The contract runs until 30/06/18 with an option to extend for a further 2 years. The service provides support for young people aged 16-17 years old and care leavers aged 18 – 21 years (up to 24 years where they are in higher education) who are homeless or at risk of homelessness. The service is available for young people that have been identified by Children's Services and will already have received help with homeless prevention and housing advice, together with an assessment of their support requirements.

The young person will receive support to develop life skills, manage their accommodation and develop and sustain their ability to live independently in the community. This support will enable them to access independent accommodation as soon as possible i.e. at the point where they are able to successfully maintain a tenancy. Equally, the young person will receive support to foster good family relationships to enable them to return home where safe and appropriate to do so. County wide provision includes: general needs, complex needs, young parents and emergency accommodation.

Based on the May 17 contract ratings, the service is rated as **Good**, with a risk rating of **Green**, collectively identifying that the provision is successful and that there are no specific concerns. The length of stay for placements between 0-3 months is 42% and up to 6 months is 65%, enabling many young people to live independently or to return home.

Overall, almost 92% of young people are supported to move-on within twelve months of accessing supported accommodation, with over nine-tenths of those recording a 'positive' move-on i.e. a planned move helping to move on to suitable and appropriate accommodation, including returning home. Re-referral rates are low at less than 7.5% indicating that the overwhelming majority are successful in their move-on accommodation.

Around 200 young people are supported each year and nearly 100 at any one time within supported accommodation, removing the threat of homelessness, and helping nearly 60% to, for example, remain in or return to education, employment or training. Whilst in supported

accommodation, young people are helped to develop their support plan within six weeks, reviewing every six weeks thereafter, linked to a Young Person's Outcome Star that allows them to subjectively monitor their progress in areas related to Readiness for Adult Life such as accessing 'work and learning', managing 'money and rent', and developing 'practical life skills' etc.

Occupancy levels have fluctuated overall between 80-100%, with some areas such as South Kesteven and East Lyndsey showing sharp, dramatic variances month by month. It is a requirement for occupancy levels to remain high in order for the supplier to be able to recover costs through the retrieval of benefits from the District Council. Occupancy levels in certain areas will require immediate review to ensure the service continues to deliver value for money for the Council and is best placed to meet the needs of the young people.

Given the nature of the provision and the complexity of need of the young people, it is acknowledged that there are instances where untoward incidents will occur. On average there are 8 serious incidents across the provision per month, however it is concerning that 68% of such incidents occur at the Lincoln accommodation, requiring a review of why incidents are so prominent in the Lincoln area. There is a correlation between this and the number of tenancies at risk, of which the Lincoln area represents 56% of the whole provision.

Leaving Care services

Young people leaving care are aged 16 to 18 and have previously been looked after by the Local Authority. The Local Authority has a duty to continue to provide support to these young people until they are 21 years old or to 25 if they are in Further Education (wef March 2018).

The Leaving Care service is a statutory service (Care Leavers (England) Regulations 2010 and the Children Act 1989) commissioned through a contract with a single external supplier (value £1.13m p/a), which ends on the 31/03/18, with the option to extend for a further 2 years. The service to Care Leavers includes:

- Personal Advisers to provide information, advice, support and coordination of services
- Pathway planning preparation and reviews
- Planning and arranging suitable accommodation for Care Leavers to transition to independent living
- Providing and developing a scheme to Care Leavers and other homeless 16-17 year olds assessed as requiring Supported Lodgings i.e. they are not yet ready for semi-independent/independent living
- Planning and arranging Education, Employment and Training opportunities and preparing and encouraging Care Leavers to take up these opportunities
- Promoting Care Leavers' health and wellbeing and access to healthcare services
- Preparing Care Leavers for their transition to adulthood including developing financial capability, accessing other agencies support and teaching life skills

Based on the May 17 contract ratings, the service is rated as **Good**, with a risk rating of **Green**, reflecting how well the service consistently performs well against contractual targets. The data below reflects the cohort of Care Leavers supported by the "Leaving Care" Service:

- During 2016-17, an average of 95% of eligible care leavers were living in suitable accommodation (target of 90%), with any placed in unsuitable accommodation being temporary placements whilst alternative accommodation is arranged.
- During 2016-17, an average of 69% of eligible care leavers were in Education, Employment or Training (target of 65%); some care leavers are unable to access EET

due to personal circumstances or health issues and receive support from Barnardo's to access opportunities that are appropriate when they are ready.

- During 2016-17, an average of 99% of eligible care leavers had a Pathway Plan (target of 100%), with an average of 88% of plans reviewed and updated on Mosaic within timescale i.e. every 6 months (target of 90-100%).

Support for Young Carers

Young carers can be a member of any family, from any background, and in any situation. The Lincolnshire Young Carers service is an in-house provision which helps and supports children and young people up to the age of 18 who are helping to care for someone at home. Young carers may be supporting a parent, brother, sister, grandparent or any other relative who suffer with some form of disability or limiting condition.

Providing emotional support, particularly where the person in need of care has a mental health condition or who misuses substances, can be very challenging. It often means increased and unplanned peaks of caring responsibilities, which can be very difficult to balance with everyday commitments. Lincolnshire Young Carers offers a comprehensive service which includes an assessment of needs, signposting and the provision of advice and guidance. There is also the opportunity to join groups and activities with other young carers.

The service operates collaboratively with the Council's wider carers support service; 'Carers First', and as at May 2017, there were 1,174 young people registered as young carers in Lincolnshire, although based on national statistics, it is estimated that there are between 7,000-8,000 young carers within Lincolnshire. The average age of young carers at the point of referral is 9.7 and the average age of those being supported is 13.

Positive Activities for Young People

Activities are coordinated through the Lincolnshire Youth Hub (LYH), an in-house service which consists of a number of teams that are an integrated part of the drive to support and empower the most vulnerable groups of children and young people.

Positive Futures aims to increase access to sport, social and positive activities in areas of Lincolnshire which suffer some of the greatest social and financial disadvantage. The project aims to change lives and communities by giving sport and volunteering opportunities to young people in disadvantaged neighbourhoods. 2016-17 has been a successful year which has seen Positive Futures grow and develop its offer.

During the year; 2,733 sessions and events were delivered and 2,779 Individual young people attended project sessions generating a total number of 28,037 session attendances. An additional 3,215 people have attended Positive Futures events and 36 young people have volunteered giving 2,950 hours. The total attendance figure at sessions and events laid on by Positive Futures since it began in 2009 now stands at almost 185,000.

Youth & Community teams directly deliver youth work sessions in 7 areas of high deprivation where communities have not come forward to take this on, on a voluntary basis. Attendance varies with the most popular sessions attracting over 30 young people on a weekly basis. The delivery of summer activities was a new area of development for the Youth Hub Youth & Community teams. Hundreds of children, young people and families attended these events during the summer period. In quite a few cases this may have been the only holiday activity they had that year. Over 1,000 young people attended the activity days across all 4 quadrants and following this a number of young people then went on to join the youth clubs following attending camp or an activity day. Over 50 young people aged

between 8 and 18 attended the Residential camps. Over 24 young people have joined a local youth club following attending a summer activity.

The **Participation Team** has remodelled the structure for the Children in Care Council, "Voices 4 Choices". This has resulted in 4 local groups rather than one county group; early attendance looks promising and this is a key area for development in 2017/18. Work developed through listening to Looked After Children (LAC) includes: the development and delivery of foster carer training, appointment of 2 Transition Social Workers have been recruited into the LAC team to support children and young people going into care, '10 things I want from my Social Worker' pyramid to communicate what LAC need from their social workers. The team also lead on work to ensure that all teams across Children's Services are listening to CYP and are acting on what they say.

The **Lincolnshire Council for Voluntary Youth Services (LCVYS)** is an external entity, commissioned (value £0.1m p/a) to provide a wide range of support to its member groups including; training, networking, advice and guidance for the voluntary youth services across Lincolnshire. LCVYS and Young Lincolnshire provide a range of activities and projects for young people with opportunities locally, regionally and nationally. LCVYS provides accredited awards and training to young people, volunteers and youth workers. There has been an increase in paid membership to LCVYS over the last three years. Membership is now 44 distinct groups, some of whom have numerous 'branches' (such as the Scouts or Young Farmers). LCVYS have provided small grants to multiple associations, resulting in 7,588 young people accessing youth groups. Through workshop delivery, covering core training and safeguarding across the county, 482 children & young people/ Youth Workers/ Volunteers have engaged in accredited training, non-accredited training, network events and projects directly with LCVYS during the past year. LCVYS members have reported over 660 accredited awards over the year.

Secure Accommodation

Lincolnshire Secure Unit (LSU) is the Council's in-house, mixed gender, 12 bedded Secure Children's Home, working with those aged 10-17, providing the highest level of care and education for young people placed via the courts for youth justice or welfare reasons. The unit is commissioned by the Youth Justice Board (YJB) for 11 beds until March 2018 and the LSU will be seeking Council authorisation in the autumn of 2017 in order to tender to retain the contract. The remaining bed is utilised for welfare placement provision, and overall operates an annual income target of £2.23m which has been exceeded in 2016/17.

The unit offers a wide range of courses including GCSE's, BTEC, Entry Levels and Functional Skills. The unit strives to raise self-esteem, change behaviour and improve motivation. At the last full Ofsted inspection (January 2011), the unit's education provision was judged to be Good. An interim inspection (July 2016) concluded that the unit has "maintained its effectiveness".

Nationally there is a shortage of welfare bed provision for young people that meet the criteria set out in Section 25 of the 1989 Children's Act, with a recent occasion where 33 different Councils were seeking to place in the one bed available nationally. Consideration will need to be given to the composition of future YJB and welfare beds tendered for and to consider an assessment to be able to increase the capacity of the LSU in order to cater for the growing demand of welfare bed provision.

Youth Offending Service (YOS)

The Lincolnshire Youth Offending Service was set up under Section 38 of the Crime and Disorder Act 1998 which places (on the local authority) a statutory duty to provide youth justice services in its area. Section 39 of the Act requires areas to establish Youth Offending Teams, and Section 40 requires that each year, a Youth Justice Plan is formulated and implemented.

The YOS works in partnership with criminal justice services and with services for children and young people to create safer communities and improve the well-being of young people across Lincolnshire. It engages with the Local Criminal Justice Board (LCJB), Lincolnshire County Community Safety Board, the Community Safety Partnerships (CSPs), the Multi-Agency Public Protection Arrangements (MAPPA), and Lincolnshire Safeguarding Children's Board (LSCB).

The Youth Offending Service partnership remains a critical element of an effective criminal justice system and has demonstrated considerable successes over recent years which include far fewer young people entering the criminal justice system and significantly fewer young people in custody, with the number of young people committing offences falling by nearly 80% since 2005/06.

Data to March 2016 shows 0.17 Lincolnshire young people per 100,000 10-17 year old population sentenced to custody compared to 0.46 in the Midlands and a national average of 0.44. The number of first time entrants to the criminal justice system for Lincolnshire is 426 per 100,000 of the juvenile population, compared to 477 for the Midlands but 357 for England. In terms of reoffending rates in the following 12 months, Lincolnshire's rate (32.9%) is in the lowest quartile of local authorities – 25/140 – and compares favourably with both the Midlands (35.4%) and national average (37.6%).

Behind the improvements are initiatives such as the establishment of: a school engagement project; the Young Person's Advisory Group (designed to enhance relationships between young people and the Police); a dedicated team to work with LAC; the Status programme (to engage young males through group intervention techniques); a research project into adolescent (to) parental abuse; a PACE Protocol (to avoid the overnight detention, following charge, of young people in police custody).

5. Cross-Cutting Considerations

5.1. Other Commissioning Strategies

There are a number of inter-dependencies between the Readiness for Adult Life Commissioning Strategy other Commissioning Strategies within the Council.

Children are Safe and Healthy - This commissioning strategy aims to ensure all children and young people will be safe and healthy. The growth in Intense Needs Supported Accommodation (INSA) placements has a clear correlation with the Supported Accommodation service and how this can be commissioned in the future to support this cohort of young people and prevent escalation of need.

INSA provision is commissioned within the independent and voluntary/community sector and provides accommodation and support to those young people with highly complex, compounded needs to the cohort assisted within the supported accommodation service. Formal reporting relationships are within the Safe and Healthy commissioning strategy, however there is significant correlation with supported accommodation provision and the desired outcomes for these young people are equally within RfAL.

Children's mental health services also feature within this strategy which has implications for the transition into adult mental health.

Learn and Achieve - This commissioning strategy aims to ensure all children and young people will learn and achieve, enabling them to reach their potential. The school improvement element of this significantly supports the effects education provision has on a young person's readiness for adult life, oth academically and socially.

A key focus for this strategy includes services for C&YP with Special Educational Needs and Disabilities (SEND) which has implications for the transition into adult services and the Adult Specialities commissioning strategy.

Adult Specialities - This commissioning strategy aims to improve outcomes for adults with mental health, learning disabilities and/or autism. There is a key link within this strategy for the transformation arrangement for those C&YP, mainly within SEND provision who, as part of reaching adulthood, will transition from Children's Services into Adults. An Education, Health and Care (EHC) plan will have been completed for most young people with support needs who are referred to Adult Care. This will reflect their needs in relation to Education, Health and Care to enable them to pursue their goals to live as independently as possible. Transition preparations for young people with SEND, and an EHC plan, begin in year 9 (age 13-14).

Before the young person turns 18 a Transition Assessment must be carried out if it considered that the young person is likely to have care and support needs when they turn 18. Not all young people who have care and support needs will be known to Children's Services but may have support needs when they turn 18.

Transition Assessments need to be carried out early enough so that the right care and support is in place should the young person move in to Adult Care and to enable this service to plan its own commissioning strategy to be able to meet emerging needs.

Mental Health services across Children's and Adult services are currently commissioned through an agreement with Lincolnshire NHS Partnership Foundation Trust (LPFT). There are clear, established pathways for C&YP to provide the appropriate care and support through transition to adult services where needed.

Carers - This commissioning strategy aims to ensure that carers feel respected and are able to balance their caring roles and maintain their quality of life. This is a joint strategy for all young and adult carers.

Enablers and support to the Council's outcomes - This commissioning strategy includes the enablers required to support the delivery of the Councils agreed outcomes, such as ICT, Property, People Strategy, Commissioning and Strategic communication.

How we do our business - This commissioning strategy includes the overarching governance and standards for the Council, including decision making through the democratic process.

Protecting the Public - This commissioning strategy covers all of the work required in order to protect the communities in Lincolnshire. Activities and outcomes within the RfAL strategy supports priorities such as preventing and reducing crime and reducing anti-social behaviour mainly through the focus of the youth offending service.

Wellbeing - This commissioning strategy aims to assist improvements in the health and wellbeing of the population as a whole, it covers advice, information and preventative services. There are inter-dependencies with the RfAL strategy with regards to effective sexual health advice and support, Housing and the treatment of substance misuse.

5.2. Council Service Areas

Beyond Children's Services, there are key dependencies for this strategy in meeting the needs and outcomes with other service areas across the organisation.

Adult Care and Community Wellbeing – Specifically concerning the support provided following the transition of young people with SEND into the specialist adult services team, supporting those with learning and physical disabilities. The carers service is also pivotal at a strategic level in supporting the needs of young and young adult carers.

Public health functions are a key enabler in young people being ready for adult life through the support provided with housing, sexual health services and healthy lifestyles.

Environment and Economy – this strategy can positively affect areas such as economic growth in having young people with the right skills for employability in those sectors decisive to the local employment sector.

Resources/ Communities – this strategy can positively affect areas such as public protection in terms of the prevention and reduction of crime, including fires and their consequences, and anti-social behaviour.

5.3. Joint Strategic Needs Analysis (JSNA)

The JSNA is a shared evidence base made up of commentaries and data sources which reports on the key areas of health and wellbeing in Lincolnshire. Each topic area assesses the current picture in Lincolnshire, existing services and looks ahead to potential future level of need to support effective service planning and commissioning. The following topics have been considered as part of this strategy:

- Education Attainment: Key Stage 4 – having a specific focus on the achievement gap between disadvantaged pupils and their peers at key Stage 4.

- Looked After Children – considering improved transition into the leaving care service and the need to tackle the growing issue of intense needs supported accommodation.
- Mental Health & Emotional Wellbeing – understanding the impact this has on homelessness and the effects on young people, including vulnerable groups such as care leavers and young carers.
- Young People in the Criminal Justice System - ensuring continuity of health care for children and young people from secure settings (LSU) back to the community and centring on reducing the number of first time offenders, decreasing reoffending rates and prioritising restorative justice.
- Carers – linking in with the Joint Carers Strategy and Commissioning Strategy.
- Housing & Health – focusing on the links with the Lincolnshire Youth Housing Strategy 2013 – 2018 and provision of suitable supported accommodation.

5.4. Additional Considerations

In addition to other Council service areas, strategic partners such as Lincolnshire Schools, Health providers, Police and District councils are critical in their contribution to young people being ready for adult life. Appropriate educational, social and emotional skills developed whilst at school are paramount as young people progress through adolescence into adulthood. Collaborative working with the Lincolnshire Learning Partnership will enable the Council to monitor and influence the impact that schools have on young people to meet the outcomes set out in this strategy.

District Councils have a key role to play in supporting the housing needs of young people who are homeless or are at risk of being homeless under Part 7 and Section 188 of the 1996 Housing Act. The Council works closely with Districts as part of the delivery board overseeing the Lincolnshire Youth Housing Strategy, which seeks to bring key partners and stakeholders together to create coordinated and joined up services for young people across Lincolnshire who experience difficulties with housing. All partners across Lincolnshire are committed to ensuring that all young people experiencing difficulties with housing receive the help and support that they need. The strategy considers the whole youth housing pathway and identifies opportunities for effective service delivery right from areas of early intervention and education through to independence and the support to succeed.

Youth Offending service involvement in MAPPA necessitates close partnership working with the Police and criminal justice system - to help prevent and reduce juvenile criminal activity - as well as with District Councils to prevent and reduce anti-social behaviour. The impact of health services will continue to be monitored within the joint Women & Children's Commissioning group as a core component of the Joint Commissioning Board.

In the development of future Commissioning Plans to enable this strategy to succeed, it will be essential to ensure that a number of additional statutory elements are considered, including: the Social Value Act, Section 11 (safeguarding) of the Children's Act, Section 17 Crime & Disorder Act, Information Governance, Equality & Diversity and, Business Continuity & Resilience.

6. Summary of Analysis Findings

6.1. Analyses Undertaken

The following analysis activities have been carried out:

- Political priorities / risks – through engagement with the Executive portfolio holder as part of Executive Directorate Management Team meetings (DMT) along with desktop analysis – see Appendix B
- Demographic and stakeholder engagement feedback – various engagement activities are undertaken in relation to the specific commissioned services set out in this strategy. An overview can be found in Appendix B.
- Legal framework, national and local policy and guidance – a desktop analysis has been undertaken as set out in Appendix B
- Current performance – analysis has been produced within Appendix A.
- Available resources now and in the foreseeable future – a financial summary, including identified pressures and saving requirements can be found in Appendix A.
- Market offers (external / internal) – an overview of the marketplace is available in Appendix B.

6.2. Interpretation of Analysis

We interpreted the above analyses to identify emerging issues and other factors that we need to take into account for this Commissioning Strategy - a summary of this interpretation is detailed below utilising a Signs of Safety approach.

What is working well?	What are we worried about?
<ul style="list-style-type: none"> • Children's Services 'Good' Ofsted rating • High numbers of Care Leavers in employment, education or training • High numbers of Care Leavers in suitable accommodation • High numbers of Lincolnshire 16-18 year olds in employment, education or training • Proactive engagement with the Supported Accommodation contract to ensure value for money • Performance of Leaving Care Service in supporting young people transition to young adulthood • Appointment of transition Social Workers to help support children and young people going into or leaving care 	<ul style="list-style-type: none"> • Monitoring the cohort of "NEET – unknown" status of young people, but with minimal resources to affect change. • Offering continued promotion of 16 year old's participating in learning within a reduced funding allocation • A widening gap in attainment for Lincolnshire LAC/FSM cohort in comparison to their peers • High cost of intense needs supported accommodation • Ongoing relationships with Districts as new legislative requirements are enacted • High volume of placements within intense needs supported accommodation • Lack of internal KPI monitoring the progress and outcomes of young

<ul style="list-style-type: none"> • The appointment of a Practice Supervisor to lead on ensuring the preparation of young people for adult life • The development of a "skills for adult life" booklet, created in conjunction with young people • Strong and sufficient marketplace in the provision of supported accommodation for young people • A collaborative all-age strategy for supporting carers. • Numbers of young people accessing Early Help and Young Carers support, to help them to improve their outcomes • LSU success in delivery of the YJB contract and ability to fill the welfare bed provision. • Potential for developing welfare bed provision within the secure accommodation marketplace • Juvenile reoffending rates are decreasing • The wide range of support services within the Lincolnshire Council for Voluntary Youth Services which engage with young people across the county • The growth of membership within the LCVYS • The delivery of "Moving on" programmes supporting families who are on the Early Help pathway to transition from targeted support back to universal provision 	<p>carers</p> <ul style="list-style-type: none"> • Financial pressures of sustaining support for young people • Low numbers of young people accessing carers support potentially indicating high numbers of unidentified carers • Need to ensure ongoing viability and sustainability of the LSU by ensuring it is successful in the YJB bid • If grant funding to support the maintenance of the LSU was to cease, this would result in an increased expectation for LCC to part or fully fund modernisation work within the LSU, adding a considerable pressure to the budget • Risk of outsourcing statutory Leaving Care function and potential future market appetite for the delivery of the service • The sufficiency of INSA provision within Lincolnshire • Recent growth in youth offending population
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6.3. Conclusions from Interpretation

What are we going to do about it?

- Develop and implement an Intense Needs Supported Accommodation strategy to reduce the demand of provision and manage the sufficiency of supply.
- Work collaboratively with the Greater Lincolnshire LEP and the national Careers and Enterprise Company in a pilot to help strengthen connections between businesses and schools across Lincolnshire.
- Transform the way in which we engage and interact with those young people who demonstrate high risk taking behaviours (YOS, anti-social behaviour, substance misuse etc.) in order to develop a relationship based practice approach to improve their outcomes.

- Agree commissioning intentions beyond the end date of the existing Leaving Care contract to provide stability for existing care leavers and staff.
- Undertake a review of the Leaving Care service to determine the most effective commissioning route to meet the needs of care leavers.
- Respond to the new legislation which will extend the Local Authority and partner agencies responsibilities towards care leavers.
- Determine an appropriate means of measuring progress and outcomes of young carers as part of the council-wide commissioning strategy.
- Establish a Caring to Learn partnership as part of the Partners in Practice programme to enhance educational outcomes of LAC.
- Provide a tender submission to the YJB to deliver secure accommodation beyond the end of the existing contract.
- Evaluate future options in supporting the sufficiency of the welfare and criminal justice market through the LSU, including options for developing welfare provision.
- Integrate the Youth Offending Service into locality teams to support children and families at an early stage and reduce re-offending rates.

7. Options for Final Outcomes and Future Delivery

Outcome 1: Young people are supported to reach their potential.	
Supported Accommodation	
Timely and effective support for young people accessing this provision is essential to ensure that their issues do not escalate into crisis and they can repair relationships with their families and return home. The support also focuses on future life choices; supporting young people with their options concerning learning, training, work and how to be able to live more independently.	
Service Delivery	Potential Risks
The service is contracted until 30 June 2018, with the option to extend for a further 2 years. Further extension and re-provision of the contract will need to consider the overall volume and composition of support levels and capacity for greater support to those young people with more complex needs. Consideration will also need to be given to the provision commissioned to support those with intense needs as part of the Safe and Healthy strategy and adults within the Wellbeing strategy.	<ul style="list-style-type: none"> • Willingness of supplier to extend existing contract agreement. • Sufficient provision is available within the Lincolnshire marketplace. • Existing supplier is able to adjust composition to meet demand. • There is sufficient resource with Early Help teams to help support transition back home and to prevent escalation of need. • Capacity is available to meet the needs of vulnerable young parents.
Policy	Finance
<ul style="list-style-type: none"> • Section 17 of the Children's Act 1989 • Section 20 of the Children Act 1989 • Section 11 of the Children's Act 2004 • Lincolnshire Youth Housing Strategy • Lincolnshire Homeless Strategy 	Although there are no further identified savings targets allocated against this service, an increase in support to young people with more complex needs will create additional cost. This will need to be off-set against a re-provision of general support, reflected by the reduction in occupancy levels.
Positive Activities for Young People	
The Lincolnshire Youth Hub offers universal and targeted support to young people, providing access to a range of positive activities and opportunities to engage in community groups in order to help young people make the right, informed choices in their lives.	
Service Delivery	Potential Risks
The Hub comprises a mix of in-house services and grant developments with LCVYS. The service actively engages with key partners and voluntary/community groups and has already undergone previous reform to its current limited offer. The support to LCVYS is in	<ul style="list-style-type: none"> • Any further cuts to service delivery would seriously impact the provision of support on offer to young people. • Sustainability of groups supported through LCVYS.

place until 31 March 18 where future commissioning intentions will be agreed.	
Policy	Finance
Statutory requirement is to ensure that positive activities are promoted and that all children and young people know what is available and how to access it.	There are no further savings identified from this service following the de-commissioning of the careers and supporting attendance services.

Outcome 2: Care leavers are safe and are able to lead independent lives.

Leaving Care

The Leaving Care service is fundamental to ensuring that as looked after children transition from the Council's care into independence they are suitably equipped to progress their lives. The service prepares care leavers for their transition to adulthood through developing financial capability, teaching life skills, ensuring appropriate access to healthcare services, arranging Education, Employment and Training opportunities and ensuring they live in suitable accommodation.

Service Delivery

The service is contracted until 31 March 2018, with the option to extend for a further 2 years. The service is a statutory requirement of the Council and wider provision within the marketplace is extremely low, with few Councils outsourcing this type of service. Ongoing intentions regarding the contract extension will need to be confirmed at the earliest opportunity, followed by a detailed review for the future commissioning intentions of the service.

Potential Risks

- Lack of competition in the marketplace could drive up costs.
- Service funding has remained static and has been dependent upon contributions from the service supplier.
- Service is perceived as autonomous of the Council by care leavers and any potential in-sourcing could affect engagement.
- Reduced levels of control as core statutory function of the Council is outsourced

Policy

- Leaving Care Act (2000)
- Children Act (1989)
- Children and Young Persons Act (2008)
- Children and Families Act (2014)
- Children and Social Work Act (2017)
- Lincolnshire Care Leaver's Strategy

Finance

The level of funding apportioned to this service has remained static for a number of years, resulting in the current contract requiring the input of addition funds from the supplier of £0.172m per annum. The sustainability of the service within this financial envelope will need thorough consideration as part of the commissioning review.

Outcome 3: Vulnerable young people are appropriately supported to be able to succeed as their peers.	
Support for Young Carers	
The service is vital in enabling young carers to have the same opportunities as their peer groups, ensuring that their carer role does not impact on their ability to develop and grow as an individual. As part of an integrated early help support, the service provides carers with information, advice and guidance and opportunities to access support groups and activities specific to them as a carer.	
Service Delivery	Potential Risks
The service was previously outsourced but was brought in-house in 2015 as part of an integrated early help offer. The service continues to work closely with the outsourced Carers First service and contributes towards the Council's integrative Carers commissioning strategy.	<ul style="list-style-type: none"> • Provision of the service as part of a broader early help offer may dilute the specific focus on the young carers as they will be offered a service in context of a number of service priorities. • Unknown number of carers across Lincolnshire based on national estimates and known levels of support provided.
Policy	Finance
<ul style="list-style-type: none"> • Children and Families Act (2014) • Care Act 2014 	The variance between the current numbers of young people supported and the potential numbers of carers across Lincolnshire based on national estimates would create a financial pressure on the existing budget.
Secure Accommodation	
The Lincolnshire Secure Unit (LSU) provides secure accommodation and education provision for young people aged 10-17 who are placed via the courts for youth justice or welfare reasons. A key component of the service is to provide appropriate education provision and life skills so that when released, the young people can integrate back into their communities without re-offending.	
Service Delivery	Potential Risks
The provision is primarily commissioned by the YJB, along with the separate capacity for the purchase of a welfare bed. The existing contract with the YJB will cease on 31 March 18 and it will be essential to ensure the LSU is successful in the future tender to continue its operation. There remains wider market opportunities in the provision of welfare bed provision which need to be explored further.	<ul style="list-style-type: none"> • Ensure successful submission and award for forthcoming YJB tender opportunity. • Demands from YJB for further cost reductions in times of austerity. • Reduced investment from DfE in maintaining the secure accommodation estate. • Reduced requirement for welfare bed provision.

Policy	Finance
There is no statutory duty on the Council to provide this provision although it does contribute to the Looked After Children's (LAC) Strategy.	The income received from the YJB and the separate charging for the welfare bed provides a surplus which is reinvested into wider Children's Services delivery. This will require further analysis and forecasting as part of the re-tender and a full return on investment model in the scoping of a separate welfare unit.
Youth Offending Services (YOS)	
The YOS works in partnership with criminal justice services and services for children and young people to create safer communities and improve the well-being of young people across Lincolnshire. It has demonstrated considerable successes over recent years which include far fewer young people entering the criminal justice system and significantly fewer young people in custody	
Service Delivery	Potential Risks
<p>The service is now embedded within the Children's Services locality model, working with young offenders to reduce reoffending rates and enhance victim engagement through restorative justice programmes, alongside delivery of targeted preventative services.</p> <p>Consideration will also need to be given to the Protecting the Public commissioning strategy and the need to ensure the public feel protected and vulnerable people are safeguarded.</p>	<ul style="list-style-type: none"> Recent increase in youth offending population presents future funding risk if trend continues Increasing numbers and complexity of young people becoming known to Children's Services through offending activity and associated behavioural issues
Policy	Finance
<ul style="list-style-type: none"> Children's Act 1989, including guidance on LAC and Youth Justice Legal Aid, Sentencing and Punishment of Offenders Act 2012 National Protocol for Case Responsibility LCC Protecting the Public Commissioning Strategy 	There are no further identified savings targets allocated against this area; however, an increase in the numbers and complexities of young people coming into contact with youth offending services as a result of behavioural issues is increasing demand for remand carers and/or intense needs supported accommodation services.
Additional Services	
There are a range of interdependent services within other Children's Services and wider Council commissioning strategies which are fundamental to the success of this outcome. Specifically the Learn and Achieve strategy has a significant impact on the successful outcomes for children and young people with Special Educational Needs & Disabilities and the Safe and Healthy strategy makes a strong contribution to this outcome for LAC, care leavers and teenage parents.	

8. Future Strategy

Outcome 1: Young people are supported to reach their potential.			
What will we do?	When?	Who will do it?	Are there any risks?
Develop and implement an Intense Needs Supported Accommodation strategy to reduce the demand of provision and manage the sufficiency of supply.	December 17	Children's Corporate Parenting Manager	<ul style="list-style-type: none"> Adequate resource to develop preventative support for young people. Sufficient demand to attract private investment of provision into Lincolnshire. Successful engagement from key strategic partners
Work collaboratively with the Greater Lincolnshire LEP and the national Careers and Enterprise Company in a pilot to help strengthen connections between businesses and schools across Lincolnshire.	March 18	Children's Education Strategy Manager LCC Enterprise Commissioner	<ul style="list-style-type: none"> Endorsement and engagement from an appropriate number of businesses and education providers
Transform the way in which we engage and interact with those young people who demonstrate high risk taking behaviours (YOS, anti-social behaviour, substance misuse etc.) in order to develop a relationship based practice approach to improve their outcomes.	July 18	Assistant Director, Children's Services Children's Locality Service Manager	<ul style="list-style-type: none"> Interim effect on KPI's during the transition period. Engagement and buy-in from other agencies supporting this cohort of young people.
How will we measure these actions are improving this outcome?			Target:
Percentage of 16-17 year olds not in education, employment or training (smaller is better)			2%
Percentage of 16-17 year olds with an unknown situation (smaller is better)			4%
Percentage of 16-17 year olds not in education employment or training or are Unknown (smaller is better)			6.5%

Outcome 2: Care leavers are safe and are able to lead independent lives.			
What will we do?	When?	Who will do it?	Are there any risks?
Agree commissioning intentions beyond the end date of the existing Leaving Care contract to provide stability for existing care leavers and staff.	July 17	Children's DMT Children's Commissioning	<ul style="list-style-type: none"> • Supplier is not willing to extend contract • Supplier is unable to provide additional funding to support delivery • Restrictive timescales to implement an alternative commissioning approach
Undertake a review of the Leaving Care service to determine the most effective commissioning route to meet the needs of care leavers.	August 18	Children's DMT Children's Commissioning	<ul style="list-style-type: none"> • Future funding requirement due to growth in LAC population • Sufficiency of supplier market to provide effective services
Respond to the new legislation which will extend the Local Authority and partner agencies responsibilities towards care leavers.	April 18	Children's Corporate Parenting Manager	<ul style="list-style-type: none"> • Adequate resource to respond to the new legislation and any additional responsibilities this will bring. • Appropriate level of engagement from partner agencies in response to their growing responsibilities.
How will we measure these actions are improving this outcome?			Target:
The number of care leavers turning 19 years of age in the year who are living in accommodation that is deemed "suitable" (bigger is better)*			90%
The number of care leavers turning 19 years of age in the year who are in either Education, Employment or Training (bigger is better)			70%

Outcome 3: Vulnerable young people are appropriately supported to be able to succeed as their peers.			
What will we do?	When?	Who will do it?	Are there any risks?
Determine an appropriate means of measuring progress and outcomes of young carers as part of the council-wide commissioning strategy.	December 17	Children's Team Manager with Carer Responsibility	<ul style="list-style-type: none"> Ensuring unidentified carers are accessing support.
Establish a Caring to Learn partnership as part of the Partners in Practice programme to enhance educational outcomes of LAC.	October 17	Children's Virtual Head Teacher	<ul style="list-style-type: none"> Sufficient provision to provide coverage across Lincolnshire. Engagement from schools.
Provide a tender submission to the YJB to deliver secure accommodation beyond the end of the existing contract.	October 17 – March 18	Secure Unit Manager Children's Commissioning	<ul style="list-style-type: none"> Ensure successful submission and award for forthcoming YJB tender opportunity Demands from YJB for further cost reductions in times of austerity Reduced investment from DfE in maintaining the secure accommodation estate
Evaluate future options in supporting the sufficiency of the welfare and criminal justice market through the LSU, including options for developing welfare provision.	October 17 – March 18	Secure Unit Manager Children's Commissioning	<ul style="list-style-type: none"> Reduced requirement for welfare bed provision
Integrate the Youth Offending Service into locality teams to support children and families at an early stage and reduce reoffending rates	October 2017	Sponsor: Jo Kavanagh (?) Lead: Andy Cook	<ul style="list-style-type: none"> Potential upheaval of reconfiguration of Youth Offending service and implications for recruitment and retention of staff
How will we measure these actions are improving this outcome?			Target:
16-18 year old Looked After Children who are participating in Learning (bigger is better)*			87%
Achievement gap between disadvantaged pupils and their peers at key Stage 4 (smaller is better)*			3 % points below nat. ave.
Percentage of 18-24 year old SEND participating in Learning (bigger is better)			90%

Percentage of 18-24 year old SEND who are in an unknown situation (smaller is better)	5%
Percentage of 16-17 year old SEND participating in Learning (bigger is better)	98%
Juvenile first time offenders* (smaller is better)	203
Victim Engagement* (bigger is better)	25%
Juvenile Reoffending Rates* (smaller is better)	34.8%

*Indicates KPI within the Corporate Business Plan

9. Review Timetable

Action	From	To	Lead
Engage with strategic leads for interim progress monitoring	December 17	January 18	Children's Commissioning
Provide interim progress report to Children's DMT	February 18	February 18	Lead Officers Children's Commissioning
Update commissioning strategy following review	February 18	February 18	Lead Officers
Collate annual review progress monitoring	May 18	June 18	Children's Commissioning
Monitor progress of interdependent commissioning strategies and evaluate impact	May 18	June 18	Lead Officers Children's Commissioning
Draft Annual Commissioning Strategy Review Report to Children's DMT	July 18	July 18	Lead Officers Children's Commissioning
Annual Commissioning Strategy Review Report to C&YP Scrutiny Committee	September 18	September 18	DMT Lead Officer

10. Appendices

Appendix A

Performance Metrics

- Performance Data Overview
- Financial Data Overview



RFAL Appendix A
Performance Metrics.

Appendix B

Influential Overview

- National and Local Policy
- Stakeholder Engagement
- Marketplace



RFAL Appendix B
Influential Overview.

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Appendix C

Children's Services Readiness for School

Document Control	
Version	
Version Number:	1.0
Version Date:	14 August 2017
Description of Change:	Updated with feedback/comments from DCS
Sponsor Approval	
Name:	Sally Savage
Position:	Chief Commissioning Officer – Children's
Date:	10 August 2017

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1. Executive Summary

This commissioning strategy reviews how Children's Services is performing to ensure that Lincolnshire children and young people are ready for school, adopting a Signs of Safety approach to understand what is working well, what we are worried about and establishes priorities to address what we are going to do about it.

The objectives we will accomplish in order to ensure that positive outcomes for children and young people are achieved include:

Outcome 1: There is a secure foundation for all children to progress through school and life

- Objective 1: To enable the Health Visiting workforce to promote children's centre services and increase attendance
- Objective 2: To undertake an annual review and report on sufficiency of childcare in Lincolnshire
- Objective 3: To look at ways to further promote early years entitlement for eligible 2, 3 and 4 year olds
- Objective 4: To improve tracking of outcomes for vulnerable children through the Best Start Lincolnshire: Early Years and Family Service using Tapestry
- Objective 5: To quality assure the Best Start Lincolnshire: Early Years and Family Service activities
- Objective 6: To monitor and review usage of children's centre buildings

Outcome 2: Children are physically and emotionally prepared for school in order to achieve their full potential

- Objective 7: To implement the new model of children's public health services in Lincolnshire, including insourcing the Children's Health Service 0-19
- Objective 8: To roll-out the antenatal education programme in all children's centres across Lincolnshire
- Objective 9: To upskill Health Visitors to better identify a range of maternal/paternal mental health concerns and deliver appropriate interventions
- Objective 10: To work with strategic partners to improve health outcomes for children, particularly breastfeeding, obesity and smoking at time of delivery
- Objective 11: To implement the new Healthy Minds Lincolnshire emotional wellbeing service and monitor the outcomes for children of support interventions

In achieving these outcomes, services will be commissioned to ensure they provide children, young people and their families with the right support, of the right quality, in the right place, at the right time and for the right price.

2. Background and Introduction

The purpose of the Readiness for School (RfS) Commissioning Strategy is for all children to have the best possible start in life so that they are ready to learn when they start school, ensuring that there is a secure foundation for all children to progress through school and life.

This commissioning strategy has been developed following an interpretation analysis of a number of factors including:

- Performance data and management information
- Finance position
- Local and national marketplace
- Policy and Practice
- Stakeholder engagement
- Direction of travel.

This information has been derived using a number of formats, including desktop analysis, multi-disciplinary stakeholder discussion and service expert gatherings. The strategy is supported by and embedded alongside a number of key strategies and policies including:

- Early Help Strategy
- Joint Strategic Needs Assessment
- Joint Health & Wellbeing Strategy
- Child Poverty Strategy
- LAC Strategy
- LAC Placement Sufficiency Strategy
- Participation Strategy
- Youth Housing Strategy
- Care Leaver's Charter
- Joint Commissioning Framework for Children and Young People with a Special Educational Need or Disability (SEND)
- SEND Code of Practice 0-25 years 2015.

Whilst this strategy is focussed on the outcome of RfS, there are many interdependencies with the other Children's Services commissioning strategies; Readiness for Adult Life, Learn and Achieve, and Safe and Healthy.

Many agencies work alongside each other to help shape the early years of a child's life, contributing to a wide range of outcomes during this formative stage. The range of agencies is far stretching and requires Children's Services to work collaboratively with local health services, commissioned service providers, schools, early years and childcare settings and district councils. The delivery of the RfS Strategy will require continued integrated working, representation and engagement with boards such as Lincolnshire Safeguarding Children's Board, Health and Wellbeing Board, Children and Young People's Scrutiny Committee, Women and Children's Board, Lincolnshire Learning Partnership and the Early Years Provider Group.

It is widely recognised that the first few years of a child's life are pivotal in shaping their wellbeing and attainment. The principles that support RfS are championing the voice of the child, positive parenting, early intervention and effective joint working across strategic partners. There is no clear national definition of what being ready for school actually means, however what agencies can agree on is the fundamental importance of early years; what happens in pregnancy and early childhood impacts on physical and emotional health all the way through to adulthood. The Unicef Report "School Readiness – A Conceptual Framework" identifies and describes the elements that should be in place and has helped shape and underpin the principles of the local Lincolnshire approach.

3. Scope of the Commissioning Strategy

The strategy will support the five Children's Commissioning Rights which aims to ensure that we provide children, young people and their families with:



The 'Early Years' service components directly in scope of the RfS Strategy have a total funding allocation of £5.31m (16/17 year-end budget) and are broken down as follows:

- Children's centre delivery (£2.46m) – this covers the operational costs associated with running Lincolnshire's 48 children's centres, to ensure they are managed effectively and comply with all health and safety requirements, that spaces are booked and the environment is kept up to date.
- Locality commissioned services (£1.1m) – locality skills development and crèche services now form part of the new Best Start Lincolnshire: Early Years and Family Service (see below) and will be delivered consistently by the same provider across the county. A new Best Start Lincolnshire: Black or Minority Ethnic (BME) Inclusion Service (£0.065m) will work closely with the Early Years and Family Service to support BME families and communities to access children's centres and other services. Health Visitors are well placed to promote and encourage the use of children's centre services, therefore locality participation and engagement services will become an integral part of the new Children's Health Service 0-19 from 1 October 2017. This budget also includes hardship funding as well as the voluntary sector forum contract.
- Early education (£1.75m) – this is primarily the Best Start Lincolnshire: Early Years and Family Service, but also includes supported childcare. The new Best Start Lincolnshire Service will provide consistent, countywide early education provision delivered through children's centres, but will work with communities to ensure that these meet the different needs of children across the county, particularly our most vulnerable children and families. Funding for early years entitlement is through the Dedicated Schools Grant; the 2016/17 allocation for 2 year old entitlement was £5.76m and for 3 and 4 year old entitlement was £24.76m.

In addition to the components identified above, 'Health and Wellbeing' services for children aged 0-5 and their families will also be considered in scope of this strategy. This is currently commissioned via outsourced Health Visiting (£8.21m) and School Nursing (£2.63m) services, but from 1 October 2017 will be delivered directly by the council through the Children's Health Service 0-19 and via an outsourced Healthy Minds Lincolnshire (emotional wellbeing) Service. Formal reporting relationships for 'Health and Wellbeing' are within the Safe and Healthy commissioning strategy, however there is significant correlation with the Early Years offer and the desired outcomes for these children are equally within this RfS strategy.

4. Where We Are Now

A detailed analysis of the performance of existing services supporting this strategy can be found within the Performance Metrics document at Appendix A. The following extracts identify the prominent measures and performance information supporting this commissioning outcome.

Lincolnshire County Council received an Ofsted inspection in 2014. The single inspection of 'Children's Services and review of the LSCB' returned the following findings:

Children who need help and protection	'Good'
Children looked after and achieving permanence	'Good'
Experiences and progress of care leavers	'Good'
Adoption Performance	'Outstanding'
Overall Performance	'Good'

These findings put Lincolnshire ahead of the majority of other Local Authorities in the East Midlands. Overall, however, the national trend shows a significant number of LAs (51%) are performing at a rate of 'Requires Improvement'.

The table below shows the 2016/17 targets for Readiness for School within the Council Business Plan.

Measures Measures are how we will monitor and report progress in achieving the outcome.	Annual Target April 16 – March 2017	Actual Performance and Tolerance as at 31 March 2017
Achievement at a good level of development in the Early Years Foundation Stage (Higher percentage is better)	70%	Actual: 70.5% Tolerance: Upper 70% Lower 65%
Achievement gap between disadvantaged pupils and their peers at Foundation stage (Smaller percentage is better)	New measure in Council Business Plan for 2017/2018	

In addition to the Council Business Plan, there are a number of Children's Services key performance measures (2016/17) for the directorate:

- Children's centre registrations (higher percentage is better)
 - Q4 Target: 94%
 - **Q4 Actual Performance: 100%**
- Children's centre attendance (higher percentage is better)
 - Q4 Target: 73%
 - **Q4 Actual Performance: 58.6%**

- % of eligible 2 year olds who are in receipt of their Early Years Entitlement (higher percentage is better)
 - Q4 Target: 75%
 - **Q4 Actual Performance: 80%**

- Take up in the extension of the Early Years Entitlement offer to 3/4 year olds for 30 hours (higher percentage is better)
 - New measure for 2017/2018

- % of mothers receiving New Birth Visit who received a first face to face antenatal contact with a Health Visitor (higher percentage is better)
 - Q4 Target: 100%
 - **Q4 Actual Performance: 35.02%**

- % of births that receive a face to face New Birth Visit by a Health Visitor (higher percentage is better)
 - Q4 Target: 95%
 - **Q4 Actual Performance: 96.47%**

- % of children who received a 6-8 week review by the time they were 8 weeks (higher percentage is better)
 - Q4 Target: 95%
 - **Q4 Actual Performance: 87.95%**

- % of children who received a 12 month review by the time they were 12 months (higher percentage is better)
 - Q4 Target: 95%
 - **Q4 Actual Performance: 79.39%**

- % of children who received a 2-2½ year review (higher percentage is better)
 - Q4 Target: 95%
 - **Q4 Actual Performance: 75.42%**

- % of infants being breastfed at 6-8 weeks
 - Q4 Target: 40%
 - **Q4 Actual Performance: 39.52%**

Whilst many targets are being met or exceeded there are a number which are under-performing which will require a review and subsequent actions to improve performance.

Early Years

Children's Centre delivery

In 2016/17 the budget for the operational costs associated with the running and management of Lincolnshire's 48 children's centres was £2.46m. There is a range of services wrapped around children's centre delivery to support children and families in their early years that are delivered directly by the council, including Early Years integrated locality teams and a central Early Years and Childcare Support Service.

Early Years integrated locality teams provide inclusion support for early years providers and bespoke early years intervention programmes and services in each locality. Early Years Practitioners and Specialist Teachers have a focus on strengthening the links with health and the locality early years and education sector in order to develop and support key strategies,

including the integrated 2 year old assessment, transition and school readiness, with a focus on our most vulnerable children. This underpins the regional priorities for the Early Years sector set out by Ofsted, which are children who are known to Children's Services, children living in poverty and children who have English as a second language. Early Years Specialist Teachers also support in regard to our statutory duty to ensure all early years settings are aware of their duties within the Special Educational Needs and Disability Code of Practice: 0-25 years (2015) and to meet the needs of children with SEND, and as at March 2016 parental consent was in place for them to support 462 pre-school children, with the biggest proportion in the North and South Kesteven locality.

As at March 2017, 75.53% (1,226/1,623) of children aged 0-5 who are open to services (LAC, CP, CIN, ESCO and TAC) were engaged with school readiness services such as early years activities in children's centres or parenting programmes, this has increased from previous quarters as localities have focused more on the most vulnerable children. It can be further increased by using the information to challenge localities and to encourage Early Help Workers to support families into school readiness activities.

A central Early Years and Childcare Support Service is responsible for school/setting improvement, support and development across the early years sector, Early Years Foundation Stage (EYFS) moderation, training, workforce and Early Years Entitlement (EYE), along with county wide quality assurance and coordination functions, i.e. inclusion funding/SEND panel representation. This service works closely with the Lincolnshire Learning Partnership (LLP) with regard to sector led improvement, engaging the sector in identifying and developing sustainable solutions for the improvement, support, development and provision of training for early years providers across the county.

For April to September 2015, 87% of Lincolnshire's children's centres were rated good or outstanding compared to 56% across the East Midlands and 67% nationally. The most recent Ofsted inspection of Lincolnshire children's centres was in 2015/16, North Kesteven – North area children's centres achieved a 'Good' grading in all areas. East Lindsey – North area children's centres achieved 'Good' with 'Outstanding' for leadership and management. A robust peer review process is in place for children's centres, to ensure that quality practice is maintained and developed on a cycle of continual improvement.

Lincolnshire's children's centres are managed through an arrangement with the council's Business Support service to ensure that buildings are managed effectively and comply with health and safety requirements, spaces are booked and environments kept up to date.

A review of children's centre usage identified those that have been best accessed by families to receive services. More will be done across all early years services to maximise usage of children's centre buildings, particularly by the most vulnerable families in Lincolnshire's most deprived communities or where there are a high number of cases open to children's social care, but we will also look at delivery of outreach services where there may be barriers to accessing services in a children's centre building. Usage will need to be monitored on an ongoing basis to ensure that we provide cost-effective early years services to those that need them most, in line with our statutory duties.

Early Education

New commissioning arrangements for the provision of early years education delivered in children's centres across the county commenced from 1 July 2017, these were previously rated by the council as 'Outstanding'. This service forms part of the statutory children's centre service offer. In 2016/17 the budget for this area was £1.75m, which also includes supported childcare, which will continue to be managed and commissioned separately by localities.

The new Best Start Lincolnshire: Early Years and Family Service is a contracted service and commenced from 1 July 2017 for an initial three year period, with an option to extend for up to two further years. The service will provide high quality and inclusive early childhood services and seamless support to families across Lincolnshire, particularly the most vulnerable families, in order to empower them to support their child's learning and to ensure they are ready for pre-school/school. The service will provide skills development and crèche support (as required) to enable vulnerable parents/carers to enter into learning, volunteering, apprenticeships or employment, thereby improving their families' life chances.

The service will provide a range of high quality early years sessions across Lincolnshire to local families in children's centres and outreach venues that support child development and positive parenting. The service will work closely with Children's Services Early Help and Social Work Teams to provide more tailored support to vulnerable families with children aged 0-5 years. Registration of children with children's centres is now done on an opt-out basis, so is consistently high, currently at 100% as at March 2017. Attendance is currently at 58.6% as at March 2017, this is currently slightly lower than the attendance level required by Ofsted in the current framework (65%), but is due largely to high levels of 3 and 4 year olds accessing early years entitlement, as well as limits on capacity of buildings. However attendance of 'targeted' children, which includes Children In Need (CIN), Looked After Children (LAC) and Children with a Child Protection Plan (CPP) and Team Around the Child (TAC), was consistently around 70% during 2016/17; there was the highest rate of attendance within CPP cohort, also a high rate of attendance from those children with a TAC, the lowest rate of attendance was from LAC.

Sessions delivered to families will be evidence based but also tailored to meet the needs of vulnerable individuals that may feel overwhelmed by attending structured group sessions, with a focus on ensuring and evidencing that all children have the best start in life and achieve a good level of development by the time they start pre-school/school. As at March 2017, in Lincolnshire 70.5% of children achieved a Good Level of Development, this was 1.2% higher than the national average of 69.3%. The new Best Start Lincolnshire: Early Years and Family Service offer will be key to continuing to see that figure improve, as well as reducing the achievement gap between more disadvantaged pupils at Foundation stage to bring it closer to that of their peers, including:

- Children with English as an Additional Language (EAL) – as at March 2016 there was a 12% gap in Lincolnshire between this group and their peers, which is a larger gap than nationally (8%) but has reduced in recent years.
- Children eligible for Pupil Premium/Free School Meals) – as at March 2016 there was a 19% gap in Lincolnshire between this group and their peers, which is a similar to the national gap (18%) but has widened in recent years.
- Look After Children – as at March 2016 there was a 33% gap in Lincolnshire between this group and their peers, which reduced from 40.6% at March 2015.
- Children with Special Educational Needs or Disability – as at March 2016 there was a 51% gap in Lincolnshire between this group and their peers, which reduced from 53.5% at March 2015.

The service will work with vulnerable parents/carers of children aged 0-19 (25 SEND) that need support to enter education, employment or training and help them to understand their strengths and weaknesses and finding opportunities for volunteering, adult learning other education and/or employment. The service will offer crèche provision for children to support parents/carers to attend any skills development courses where other suitable childcare arrangements cannot be made. There are currently 157 parent volunteers supported by children's centres, including 38 Parent Champions who support other parents to access children's centres and childcare.

The service will be underpinned by the Early Years Foundation Stage (EYFS) principles:

- Every child is a unique child, who is constantly learning and can be resilient, capable, confident and self-assured.
- Children learn to be strong and independent through positive relationships.
- Children learn and develop in enabling environments, in which their experiences respond to their individual needs and there is a strong partnerships between practitioners and parents and/or carers.
- Children develop and learn in different ways and at different rates. The framework covers the education and care of all children in early years provision, including children with SEND.

The service will also run sessions to encourage eligible families to take up their free 2 year old early years entitlement and promote the take up of 30 hours for eligible 3 and 4 year olds.

In 2016, 97% of 3 and 4 year olds in Lincolnshire benefitted from free early education, which is slightly above national rates and in line with statistical neighbours, 90% were with providers rated by Ofsted as 'Good' or 'Outstanding', which is above national, statistical neighbour and East Midlands benchmarks. As at March 2017, 80% of eligible 2 year olds in Lincolnshire were accessing early years entitlement, higher than both East Midlands (65%) and national take up (70%). 92% of these were within a 'Good' or 'Outstanding' provider, again this is higher than the national figure or statistical peers.

Funding for early years entitlement is through the Dedicated Schools Grant; the 2016/17 allocation for 2 year old entitlement was £5.76m and for 3 and 4 year old entitlement was £24.76m. As a result of the Government's Early Years National Funding Formula reforms, the 3 and 4 year old allocation increased to £29.64m for 2017/18, to bring Lincolnshire up to the minimum £4.30 per pupil and cover the additional 15 hours entitlement for children of eligible working families. Lincolnshire is passing through 95.16% of its funding to providers in 2017/18, which is higher than the prescribed Government level for 2017/18 (93%).

Locality commissioned services

The budget in 2016/17 for locality commissioned services was £1.1m, however provision for services delivered through the county's children's centres has recently undergone a thorough review and re-alignment of funding, and many of the locality commissioned services are now incorporated as part of the countywide Best Start Lincolnshire: Early Years and Family Service outlined above. These include:

- Skills development support for vulnerable parents to improve their confidence to enter into education, employment or training
- Crèche provision to support families to attend services in children's centres
- Access, signposting and co-ordination of adult learning.

Promotion of children's centre services and encouraging families to engage in these services will become an integral part of the new Children's Health Service 0-19 from 1 October 2017. Health Visitors see most parents either before or soon after a child is born, so are well placed to promote and encourage participation and engagement in children's centre services.

Bi-lingual support for Black or Minority Ethnic (BME) families in Lincoln, Boston and South Holland is now part of a single Best Start Lincolnshire: BME Inclusion Service and will continue to be outsourced for an initial three year period, with an option to extend for up to two further years. The Best Start Lincolnshire: BME Inclusion Service will provide high quality and inclusive services to BME families in Lincoln, Boston and South Holland districts. The Service will have an oversight of all BME families in these districts with children aged 0-5, focusing on those with more complex needs. The service will support the inclusion of ethnic minority

families, particularly the most vulnerable, to access and participate in the Best Start Lincolnshire: Early Years and Family Service, available in children's centre communities in Lincoln, Boston and South Holland and in turn support children to be ready for school. The service will provide translation support to BME families in respect of meetings and/or documentation for families working with Early Help or Social Work Teams and encourage ethnic minority families to access the 2 year old childcare entitlement and other services available to them across Boston, South Holland and Lincoln.

The Voluntary Sector Forum (VSF) (£0.015m) provides a strategic relationship with the local marketplace, improving the effectiveness of the voluntary and community sector in the county by sharing information, guidance and models of best practice with its member organisations. A grant funding agreement is currently in place to provide the service until 31 March 2017.

Health and Wellbeing

When Public Health transferred to Local Authorities in 2013, the council became responsible for commissioning public health services for 5 to 19 year-olds, or up to 25 for young people with Special Educational Needs and Disabilities (SEND). On 1 October 2015, Local Authorities were further delegated commissioning responsibility for public health services for 0 to 5 year olds. These services come under the council's statutory duty as part of the Health and Social Care Act 2012 to improve the health of the local population. In Lincolnshire, Children's Services are responsible for the commissioning of children's public health services, which currently include:

- Health Visiting (£8.21m) – lead delivery of the Healthy Child Programme for 0-5 year olds; a prevention and early intervention public health programme that lies at the heart of universal services for children and families and aims to support parents, promote child development, improve child health outcomes and ensure that families at risk are identified at the earliest opportunity.
- Antenatal Weight Management (£0.090m) – service for pregnant women with a Body Mass Index (BMI) of 35+ with tailored advice and support throughout pregnancy between 16 and 36 weeks gestation. The service helps women make manageable changes to their lifestyles in order to limit weight gain in pregnancy to between 5 and 9kg, given the increased risk of health complications to them and their child during pregnancy and beyond. The service is available for women who are due to give birth at either Lincoln or Boston Hospitals.
- School Nursing (£2.63m) – supports the delivery of the Healthy Child Programme to children aged 5-19 (25 SEND) which offers a schedule of universal health and development reviews, screening tests, immunisations (commissioned by NHS England), height and weight measurement and health promotion guidance. Schools and families are able to opt out of the universal offer.
- Extended Communication and Language Impairment Provision for Students (ECLIPS) (£0.086m) – meets the needs of students aged 11-25 in secondary school and Further Education (FE) Colleges with a severe specific speech or language impairment.

These services are delivered through a contractual agreement made under Section 75 of the NHS Act 2006 and have been rated as 'Inadequate' by the council. This agreement is due to end 30 September 2017.

From 1 October 2017 a new model of children's public health services in Lincolnshire will come into effect, which includes:

- Children's Health Service 0-19 – delivered directly by the council
- Healthy Minds Lincolnshire (emotional wellbeing service) – delivered through a Section 75 partnership agreement

- Additional funding for the existing Online Counselling Service (www.kooth.com) – this is for young people in Lincolnshire to access advice about health/lifestyle issues and speak online to qualified counsellors about specific concerns they have. It is a contracted service.
- Additional funding for the council's Lincolnshire Integrated Sexual Health Service (LISH) contract – this is delivered through a Public Health contract with LCHS but additional funding specifically for children and young people's (aged 13+) sexual health support will supported an increased coverage of clinical support and intervention across the county, as well as increased promotion and online advice.

ECLIPS will continue to be delivered by LCHS beyond October 2017 but will be reviewed during the year and re-commissioning options considered for 2017/18 onwards. The service is currently looking at an enhancement to offer interventions to primary school-aged children.

The Health Visiting service offers a wide range of health, parenting and child development support to parents to enable children to reach their potential and ensure school readiness through the 4-5-6 Model of Health Visiting:

- Four levels of care – community, universal, universal plus, universal partnership plus
- Five core contacts – 28+ weeks antenatal, 10-14 day New Birth Visit, 6-8 weeks, 8-12 months and 2-2½ years
- Six high impact areas – transition to parenthood and the early weeks, maternal mental health, breastfeeding, weight and healthy nutrition, managing minor illness and reducing accidents and two year old review/support to be 'ready for school'.

The work of Health Visitors complements and aligns with the Early Years foundation stage profile. Universal services are essential for primary prevention, early identification of need and early intervention. Universal services lead to early support and harm reduction. Early intervention evidence based programmes should be used to meet the needs and to ensure that needs are identified in a timely way. School aged children with more complex health needs will be able to access direct support from a Children and Young People's Nurse.

Performance in terms of delivery of the five core contacts is currently mixed. Antenatal contact is historically low, due to difficulties in timeliness of notification that a woman is pregnant from midwifery services, particularly those delivering out of county, and also because midwifery is still supporting women at this time. A Notification of Prospective Parents has been established to support this and these figures are currently on an upward trend for 2017/18. The 10-14 day New Birth Visit is generally on target, sometimes a visit cannot be undertaken because a baby is still in hospital and some parents opt out, in which case an assessment of safeguarding risk would be undertaken. The 6-8 weeks check is generally high (around 90%), whilst the 8-12 months and 2-2½ years reviews tend to reduce as parents return to work and children start to attend nurseries and pre-schools and universal families have less Health Visiting involvement. The in particular have declined significantly in 2017/18 due to Health Visiting staffing shortages, it is hoped that the investment in this area as part of the new model from October 2017 will see these figures improve once again.

Children's Health Service 0-19 (25 SEND)

From October 2017 onwards, the Children's Health Service 0-19 (25 SEND) will be delivered directly by the council. The service will support the delivery of the Healthy Child Programme (HCP) across Lincolnshire for children, young people and their families (aged 0 to 19 years) and up to the age of 25 years for young people with Special Educational Needs and/or Disabilities (SEND). The programme will support families to ensure that their children grow up to be healthy, safe and able to achieve their potential.

The service will be integrated with the council's locality teams to ensure that children, young people and families have swift access to a range of professionals in their local community that can help them at the earliest sign of any concerns.

The service will provide strong universal support during the antenatal period through the delivery of health checks and an antenatal education programme. There will be a strong focus providing more support during the first year of a child's life with a key focus on providing all families with a consistent Health Visitor with whom they can build a trusting relationship. As children and families thrive they will require less support from the service but will still have effective access to support should any concerns arise.

The service will continue to support some key areas of public health concern in children and families across Lincolnshire, including:

- Increasing sustained breastfeeding at 6-8 weeks – in 2016/17 only 39.52% of infants were continuing to be breastfed (totally or partially) at 6-8 weeks. This is lower than the average for East Midlands, which was 44.4% and Lincolnshire is the lowest in the region.
- Reducing rates of women smoking during pregnancy – in 2013/14, 14.88% of women were smoking at time of delivery; this is worse than the England average (11.99%) but better than the East Midlands average (15.09%). The highest rates of smoking at time of delivery were in Boston and East Lindsey (both 21.90%).
- Tracking and supporting reduction in childhood obesity – in 2014/15, 5% of children in Reception Year children at Lincolnshire schools were measured as being very overweight, with a further 9% being overweight. In Year 6, 12% were measured as being very overweight, with a further 14% of children measured as being overweight. 39 schools in Lincolnshire had over 30% or more pupils who were overweight or very overweight.
- Reducing hospital admissions due to unintentional injuries – in 2014/15, there were 135.9 admissions per 10,000 population due to unintentional injuries of 0-4 year olds, whilst this is below the England average it is above the regional average and should be reduced.

Healthy Minds Lincolnshire (emotional wellbeing) Service

The Healthy Minds Lincolnshire Service is a new service commencing from 1 October 2017 and will be delivered through a contractual agreement under Section 75 of the NHS Act 2006. The service will provide countywide emotional wellbeing support, focusing on the needs of the child, including direct evidence-based interventions to children, young people and their families aged up to 19, or up to age 25 if they are identified as having special educational needs or disabilities (SEND) or are a Care Leaver, experiencing emotional wellbeing concerns and who do not meet the eligibility for other available services, thus impacting on their ability to thrive.

As part of the Early Years and Children's Health Review, more than 1,200 parents and professionals were asked what health support was most important for children aged 5-19 (25 SEND) and the top response was emotional wellbeing support.

The service will focus on early intervention, promoting resilience to prevent concerns escalating to mental health issues. This will include working closely with, and alongside, relevant Children's Services teams to identify those vulnerable children and young people, and their families, who without support are at risk of not reaching their full potential.

The service will offer support to Lincolnshire pre-schools and schools to develop the pre-school and school workforce's understanding and ability to support emotional wellbeing concerns faced by children and young people.

5. Cross-Cutting Considerations

5.1. Other Commissioning Strategies

There are a number of inter-dependencies between the Readiness for School Strategy and other Commissioning Strategies within the Council.

Safe and Healthy – This commissioning strategy aims to ensure all children and young people will be safe and healthy. This strategy covers both physical and emotional health and wellbeing which, for children in their early years, has an integral link with the outcomes in the RfS Strategy, and therefore these elements of the Safe and Healthy Strategy have been included as in scope of the RfS Strategy. These include the Children's Health Service 0-19 and Emotional Wellbeing services.

Learn and Achieve – This commissioning strategy aims to ensure all children and young people will learn and achieve, enabling them to reach their potential. The RfS strategy includes provision of high-quality early education, take-up and access to early years entitlement and children's attainment of a 'Good Level of Development' by the time they start school, and at its core is a pre-cursor the Learn and Achieve strategy, ensuring that by the time they start school as many children as possible are ready to learn and can achieve their potential.

Adult Specialities – This commissioning strategy aims to improve outcomes for adults with mental health, learning disabilities and/or autism. Emotional wellbeing support discussed in the RfS Strategy covers from early years up to age 19 (up to 25 for young people with special educational needs or disabilities and/or care leavers) and so has links with adult mental health support services.

Enablers and support to the Council's outcomes – This commissioning strategy includes the enablers required to support the delivery of the Councils agreed outcomes, such as ICT, Property, People Strategy, Commissioning and Strategic communication.

How we do our business – This commissioning strategy includes the overarching governance and standards for the Council, including decision making through the democratic process.

Protecting the Public – This commissioning strategy covers all of the work required in order to protect the communities in Lincolnshire.

Wellbeing – This commissioning strategy aims to assist improvements in the health and wellbeing of the population as a whole, it covers advice, information and preventative services. This links into the children's health and wellbeing elements covered in the RfS strategy.

5.2. Council Service Areas

Beyond Children's Services, there are key dependencies for this strategy in meeting the needs and outcomes with other service areas across the organisation.

Public Health (Children's Health) – supports the public health priorities and the actions led through the Women and Children's Joint Commissioning Board (WCJCB) working across the Children's Health 0-19 agenda with a specific focus on integration of the Children's Health Service 0-19 with Early Help, prevention of unintended injury, oral health and childhood obesity.

Adult Learning – as part of providing skills development support to vulnerable parents as the Best Start Lincolnshire: Early Years and Family Service, the Adult Learning service is a key partner to ensure that this support is available to these groups around the county, thus supporting them into education, employment or training and improving the life chances of their families, reducing inequalities between more disadvantaged children and their peers.

5.3. Joint Strategic Needs Analysis (JSNA)

The JSNA is a shared evidence base made up of commentaries and data sources which reports on the key areas of health and wellbeing in Lincolnshire. Each topic area assesses the current picture in Lincolnshire, existing services and looks ahead to potential future level of need to support effective service planning and commissioning. The following topics have been considered as part of this strategy:

- **Breastfeeding** – working with our partners to improve breastfeeding sustaining rates in Lincolnshire to maximise the physical and emotional health benefits to both mother and baby, including long lasting effects on a child's development.
- **Educational Attainment (Foundation)** – ensuring there is a high take up of early education and availability of quality provision within the county so that children have a good start in their journey through education and can achieve the best possible educational outcomes.
- **Maternal Health, Pregnancy and the first few weeks of life** – early identification and support for maternal mental health problems is proven to have long lasting effects on a child, family and mother's health, wellbeing and educational outcomes.
- **Mental Health and Emotional Wellbeing (Children and Young People)** – providing support for children's positive mental health and emotional wellbeing affects all aspects of their development, helping them do better in every way; they enjoy their childhoods, are able to deal with stress and difficult times, are able to learn better, do better at school, navigate the online world, enjoy friendships and new experiences and are more likely to have good mental health as an adult and to fulfil their potential.
- **Teenage Pregnancy** – continued work to reduce teenage pregnancy rates is required since young parents have significantly poorer health and educational outcomes than their peers and it is likely that the children will have worse outcomes than their peers.
- **Food and Nutrition** – good nutrition is vital for good health and so support for parents through antenatal education and through a child's early years can help promote good eating behaviours.
- **Immunisation** – promotion of vaccination and immunisation programmes, which are one of the most cost-effective public health interventions, protecting children and vulnerable adults from serious illness and death.
- **Obesity** – antenatal education and health promotion can support efforts to reduce childhood obesity, which presents immediate and long-term negative effects on a child's physical, social, educational and mental health and well-being, overweight and obese children are also more likely to become overweight or obese adults.
- **Physical Activity** – promoting physical activity can help to reduce rates of physical inactivity, under-fives should be active daily for at least three hours and children and young people should engage in at least one hour of moderate to vigorous activity each day.
- **Sexual Health** – provision of advice and services around contraception, relationships and sexually transmitted infections is relevant to engagement with young people and signposting through the Children's Health Service 0-19.
- **Housing and Health** – focusing on the links with the Children's Health Service 0-19 around a safe and healthy home environment for children and families.

5.4. Additional Considerations

In addition to other council service areas, strategic partners such as private, voluntary and independent settings (PVI), CCGs and other health trusts are critical in their contribution to young people being ready for school. Appropriate educational, social and emotional skills developed during their early years are paramount as children progress into formal education. Collaborative working with these providers will enable the Council to monitor and influence the impact that their support has on young people to meet the outcomes set out in this strategy.

Private, voluntary and independent settings (PVI) – close working with Lincolnshire's PVI will be key to ensuring that we have sufficiency of early childcare provision in the county, as well as high quality early education. A better joined-up approach to the 2-2½ year old health and education review will be important to ensure that children receive the right services.

Schools/Lincolnshire Learning Partnership (LLP) – Collaborative working with Lincolnshire schools and the LLP will be key to ensure we are succeeding in our aim for more children to be ready for school, as well as with the delivery and outcomes of the Health and Wellbeing aspects of this strategy. Close working with LLP is essential with regard to sector led improvement, engaging PVI to identify and develop sustainable solutions for improvement, support, development and provision of training for early years providers across the county.

Lincolnshire Community Health Services NHS Trust (LCHS) – We will need to continue to work closely with LCHS regarding other key services, not commissioned by the council, that impact on this strategy. In particular the Vaccinations and Immunisations Service, commissioned by NHS England, provides a key public health function in preventing the spread of infectious diseases.

United Lincolnshire Hospitals NHS Trust (ULHT)/Midwifery – Midwifery services have a key role to play in ensuring we know when women are pregnant as early as possible, to allow us to provide timely and relevant perinatal support services. They are also a strategic partner in relation to promotion, support and measurement of breastfeeding rates.

Clinical Commissioning Groups (CCGs) – Lincolnshire's CCGs will have links particularly to the Health and Wellbeing aspect of the RfS strategy:

- The Perinatal Service is commissioned and managed by CCGs and delivered by Lincolnshire NHS Partnership Foundation Trust, it supports women aged 16+ who become acutely unwell during pregnancy or the first postpartum year with symptoms suggestive of a psychotic illness, a manic illness, a severe depressive illness or a severe anxiety disorder. As part of the Children's Health Service 0-19, Health Visitors will be upskilled to provide more low-level mental health support to mothers
- The Continence and Eneuresis pathway is commissioned by CCGs and the product budget managed by LCHS. The Children's Health Service 0-19 will provide continence and eneuresis support to children, who are likely to also have SEND.

General Practitioners (GPs) – GPs in Lincolnshire are a key partner in respect of this strategy. GP's initial contact with women during pregnancy is usually the first stage of the pathway into midwifery/antenatal services. Contact with parents and children, particularly the most vulnerable, and effective liaison with Health Visitors is key to providing wrap around support and ensuring that we meet the needs of children in their early years.

In the development of future Commissioning Plans to enable this strategy to succeed, it will be essential to ensure that a number of additional statutory elements are considered, including the Social Value Act, Section 11 (safeguarding) of the Children's Act, Section 17 Crime and Disorder Act, Information Governance, Equality and Diversity and Business Continuity and Resilience.

6. Summary of Analysis Findings

6.1. Analyses Undertaken

The following analysis activities have been carried out:

- Political priorities/risks – through engagement with the Executive portfolio holder as part of Executive Directorate Management Team meetings (DMT) along with desktop analysis – see Appendix B
- Demographic and stakeholder engagement feedback – various engagement activities are undertaken in relation to the specific commissioned services set out in this strategy. An overview can be found in Appendix B.
- Legal framework, national and local policy and guidance – a desktop analysis has been undertaken as set out in Appendix B
- Current performance – analysis has been produced within Appendix A.
- Available resources now and in the foreseeable future – a financial summary, including identified pressures and saving requirements can be found in Appendix A.
- Market offers (external / internal) – an overview of the marketplace is available in Appendix B.

6.2. Interpretation of Analysis

We interpreted the above analyses to identify emerging issues and other factors that we need to take into account for this Commissioning Strategy – a summary of this interpretation is detailed below utilising a Signs of Safety approach.

What is working well?	What are we worried about?
Early Years	
<ul style="list-style-type: none"> • 70.5% of children are attaining a Good Level of Development (GLD) at the end of the Early Years Foundation Stage (EYFS) • Children's Centre registrations are high • 87% of Lincolnshire's children's centres were rated good or outstanding compared to 56% across the East Midlands and 67% nationally • In 2015/16, two children's centres groups in Lincolnshire were inspected by Ofsted; the North Kesteven – North group achieved a good grading in all areas. The East Lindsey – North group achieved good with outstanding features for leadership and management 	<ul style="list-style-type: none"> • The GLD gap between the cohort receiving free school meals and their peers is increasing • There are pockets of significant deprivation in the county, indeed some of these areas form part of 10% most deprived in the country, children's centres in deprived areas need to be able to secure meaningful, continued engagement with economically disadvantaged families • Children's centre timetables need to ensure maximised use of the centre space (such as reducing gaps between sessions to allow other activities to take place), this will help ensure best value for money per square footage and provide more chance for participation from families

What is working well?	What are we worried about?
<ul style="list-style-type: none"> • A robust peer review process in 2015/16 found good practice across children's centres with good access to services and strong leadership and management • The GLD across Lincolnshire increased in 2016 in comparison to 2015 data • The attainment gap in GLD between boys and girls closed slightly between 2015 and 2016 • The number of parenting courses delivered has increased from 2015 to 2016 • The number of female parents attending parenting courses increased from 276 to 551 (equivalent to 99% increase) and number of male parents attending parenting courses increased from 84 to 145 (equivalent to 83% increase) • Commissioned new children's centre contract that is responsive to stakeholder engagement and national best practice • There is an accessible, upskilled local marketplace that can provide a range of early years services • Evidence that children who attend children's centres typically have higher GLD • Quality of commissioned early years services in children's centres is very high (to either a good or outstanding level) • High take up of early years entitlement for 3 and 4 year olds • 93% of early years and childcare providers are judged as good or outstanding at inspection (as at 31/12/2016) • 90% of 2 year olds benefitting from funded early education are in good or outstanding providers (as at 2016) • 92% of 3 and 4 year olds benefitting from funded early education are in good or outstanding providers (as at 2016) • 54% of early years settings in Lincolnshire are led by an early years qualified graduate supporting better outcomes for children • Positive engagement of providers in training and workshops provided to give information and advice on delivery of 30 hours 	<ul style="list-style-type: none"> • Children's centre attendance needs to be improved, with a particular focus on the increasing genuine engagement from the most vulnerable cohorts • Previous commissioning arrangements included a range of different providers delivering similar services through a high number of locality contracts, this inevitably resulted in inconsistencies across the county due to the different skill sets of staff/providers • Structured and formal evidenced based sessions as the main form of activity in children's centres may alienate those parents with a preference for more informal activities • More can be done to increase take up of early years entitlement for eligible 2 years olds • Skills development services are not as targeted at vulnerable families as they need to be and there is not a clear evidence base that these services have resulted in parents entering into education, employment or training • Through the new Best Start Lincolnshire service, the focus needs to be on integrating vulnerable groups into mainstream services and taking individuals on a journey to independence • Identifying an evidence basis which shows the outcomes for vulnerable children attending centres • The potential impact of 30 hours childcare from September 2017 and whether the sector will respond to the needs of parents across the county

What is working well?	What are we worried about?
Health and Wellbeing	
<ul style="list-style-type: none"> • Financial savings have been achieved as a result of the Early Years and Children's Health Services review • Brining services in-house improves the knowledge and skill set of internal staff and will help forge closer relationships between such services as Early Help and Children's Commissioning • Aligning early years services closer with relevant health and wellbeing functions will integrate and join up service for children and families • The new Healthy Minds Lincolnshire emotional wellbeing service will include support for Early Years settings • There has been a year-on-year increase in schools taking up sexual health support • An antenatal education pilot has trialled in partnership with midwifery ahead of a countywide rollout 	<ul style="list-style-type: none"> • Low number of antenatal checks (in the home), which are key to identifying whether any specific health related support is needed and assist with signposting and monitoring • There is currently no universal antenatal offer and therefore parents may not be as well informed about key health messages as they could be, this is particularly true for the most vulnerable, as where such services are accessible privately they incur a cost • Breastfeeding initiation in Lincolnshire is generally good but the number of women sustaining breastfeeding beyond 6-8 weeks is poor • The number of women smoking at time of delivery in Lincolnshire is high and given the significant health implications of this, more needs to be done to address this • The number of children presenting as overweight or obese is worse than the national average and there are some areas where this is significantly worse, a preventative approach to tackling this issue is needed • The percentage of 10-14 New Birth Visits (NBV) done by Health Visitors did not consistently meet the target of 95% across 2015/16 • The percentage of 8-12 month reviews completed did not consistently meet target across 2015/16 • Over demand on Perinatal Service (commissioned outside of LCC control) resulting in subsequent pressure on Health Visitor services • Culture change due to transitioning staff previously employed by a health trust to the local authority's ways of working • Reputational risk to the council if the risks of in-sourcing health services are not sufficiently mitigated • Historically, there have not been enough opportunities to enable co-delivery of local authority and health functions for families • Gap in services between health visiting current offer for women and community perinatal mental health service

6.3. Conclusions from Interpretation

What are we going to do about it?

Early Years

1. Enable the Health Visiting workforce to promote children's centre services and thus increase attendance, with a particular focus on vulnerable families
2. Undertake a sufficiency assessment of childcare in Lincolnshire
3. Look at ways to further promote early years entitlement for eligible 2, 3 and 4 year olds
4. Improve tracking of outcomes for vulnerable children through the Best Start Lincolnshire: Early Years and Family Service using Tapestry
5. Quality assure the Best Start Lincolnshire: Early Years and Family Service activities
6. Carry out a further review into the usage of children's centre buildings in order to protect delivery of services to children in their early years.

Health and Wellbeing

1. Implement the new model of children's public health services in Lincolnshire, including insourcing the Children's Health Service 0-19
2. Roll-out the antenatal education programme in all children's centres across Lincolnshire
3. Upskill Health Visitors to better identify a range of maternal/paternal mental health concerns and deliver appropriate interventions
4. Work with strategic partners to improve health outcomes for children, particularly around breastfeeding rates, obesity and smoking at time of delivery
5. Implement the new Healthy Minds Lincolnshire emotional wellbeing service.

7. Options for Final Outcomes and Future Delivery

Outcome 1: There is a secure foundation for all children to progress through school and life	
Children's Centre Delivery	
<p>The council has a duty to ensure that there is sufficient childcare provision across the county, that it is of a high quality and that families are aware of any entitlement to access this free of charge from age 2 onwards. Duties regarding access to Children's Centres require the council to ensure they are managed effectively and that early education, social care, health advice and signposting are made available in an integrated way.</p>	
Future Delivery Options	Potential Risks
<p>Services in relation to delivery and management of Lincolnshire's 48 children's centres are delivered directly by the Council. Management of the centres is through an arrangement with the council's Business Support service to ensure that buildings are managed effectively and comply with all health and safety requirements, that spaces are booked and the environment is kept up to date.</p>	<ul style="list-style-type: none"> • Increased demand for available childcare with 2 year old entitlement and increase to 30 hours entitlement for 3 and 4 year olds • Pressure to find further efficiency savings • Increased demand on children's centre buildings with more integration of health alongside early years and social work teams
Policy	Finance
<p>Legislation/policies relating to this service are included in Appendix B, some key policies include:</p> <ul style="list-style-type: none"> • Early Education and Childcare Statutory Guidance for Local Authorities 2017 • Section 5 of the Childcare Act 2006 	<p>The funding for this area of delivery has been fairly static, to protect effective management and delivery of children's centres/services in Lincolnshire.</p>

Best Start Lincolnshire: Early Years and Family Service	
<p>The Best Start Lincolnshire: Early Years and Family Service is key to supporting children, particularly the most vulnerable, so that more children arrive at school ready to learn, socially capable and emotionally happy by providing high quality early childhood services and seamless support to families in Lincolnshire to empower parents to support their child's learning.</p>	
Future Delivery Options	Potential Risks
<p>The Best Start Lincolnshire: Early Years and Family Service commenced 1 July 2017 for an initial period of 3 years (until 30 June 2020) with the option to extend for up to 2 years (up to June 2022).</p>	<ul style="list-style-type: none"> • Use of technology across the county with poor internet connectivity in some places • Sustained attendance of children required to make tracking of outcomes meaningful • Consistent staffing/capacity across the county • Balance between consistent standards of delivery but being flexible and responsive to meet local need
Policy	Finance
<p>Legislation/policies relating to this service are included in Appendix B, some key policies include:</p> <ul style="list-style-type: none"> • Early Years Foundation Stage Framework (EYFS) 2014 • Welfare Reform Act 2012 • Care Act 2014 	<p>The new Best Start Lincolnshire: Early Years and Family Service incorporated many elements previously commissioned by localities, such as skills development and crèche. As a result additional budget of £0.223m has been transferred to this service.</p>
Additional Services	
<p>Early Years integrated locality teams, the Early Years and Childcare Support Service, Early Help and Children's Social Work Teams will continue to wrap around children's centre services to support children and families in their early years.</p> <p>The Best Start Lincolnshire: BME Inclusion Service will work alongside the Early Years and Family Service to support BME families living in Lincoln, Boston and South Holland to access and participate in children's centre services and provide translation support for families working with Early Help or Social Care teams.</p> <p>The Children's Health Service 0-19 will have a key role in supporting increased attendance of families at children's centres and in early years services. Health Visitors will be upskilled to better promote children's centre services, with a particular focus on vulnerable families, at universal health checks. The work of Health Visitors also complements and aligns with the Early Years Foundation Stage Profile.</p>	

Outcome 2: Children are physically and emotionally prepared for school in order to achieve their full potential	
Children's Health Service 0-19	
The Children's Health Service 0-19 will support the delivery of the Healthy Child Programme (HCP) across Lincolnshire for children and young people aged 0 to 19 years and up to the age of 25 years for young people with Special Educational Needs and/or Disabilities (SEND) and their families. The programme will support families to ensure that their children grow up to be healthy, safe and able to achieve their potential. Universal services are essential for primary prevention, early identification of need, early support and intervention, and harm reduction. As children and families thrive they will require less support from the service but will still have effective access to support should any concerns arise.	
Future Delivery Options	Potential Risks
As part of the new model of children's health services, this service, which has previously been commissioned through a Section 75 agreement with LCHS, will transfer to and be directly delivered by the council from 1 October 2017.	<ul style="list-style-type: none"> • Transition of the service and workforce from the existing provider to the council • Staffing/capacity challenges post-transfer • Delivery of clinical/CQC regulated activities • IT hardware, systems and infrastructure need to be in place and work effectively across the county to support service delivery
Policy	Finance
Legislation/policies relating to this service are included in Appendix B, some key policies include: <ul style="list-style-type: none"> • Healthy Child Programme (HCP) • Local Sustainability and Transformation Plan • Public Health Outcomes Framework 	Funding for this area is covered under the Children are Safe and Healthy Strategy, however £0.350m of savings have been achieved for 2017/18 by decommissioning the Family Nurse Partnership element of the service, bringing the 2017/18 budget for this area to £10.975m.
Healthy Minds Lincolnshire Service	
The new Healthy Minds Lincolnshire emotional wellbeing service will support the emotional wellbeing of children from early years, as well as working with early years providers, to ensure that children are able to achieve their potential and are emotionally prepared for school. This will include working with FE providers of childcare training to include this as part of their core training, offering training to childcare providers as well as direct support and intervention as appropriate if they have any concerns. This service will progress into primary and secondary provision as part of a complete 0-19 offer (up to 25 for SEND and care leavers).	
Future Delivery Options	Potential Risks
This is a new service from 1 October 2017, which is being commissioned through a Section 75 partnership agreement with LPFT for an initial 3 year period (up to 30 September 2020) with an option to extend for up to 2 years (to 30 September 2022).	<ul style="list-style-type: none"> • New service – demand is currently unknown but expect to be high • Staffing/capacity and training required to deliver a number of different emotional wellbeing interventions across the county • Developing effective tracking of the impact on outcomes for children

Policy	Finance
<p>Key policies for the service include:</p> <ul style="list-style-type: none"> • Closing the Gap, Department of Health, 2014 • The Public Health England "guidance for developing a local suicide prevention action plan", 2014 • Mental Health Crisis Concordat, 2014 • "Closing the Gap: Priorities for Essential Change in Mental health, 2014 • Promoting the Health and Wellbeing of Looked after Children and Young People, 2015 • Future in Mind, 2015 • Promoting Children and Young People's Emotional Health and Wellbeing – a whole school and college approach, 2015 • Five Year Forward View for Mental Health, 2016 	<p>£1m funding for this new service has been made available through the new commissioning model for children's health services, with match funding through the High Needs Block of the Designated Schools Budget, giving a total allocation funding of £2m per annum.</p>
Additional Services	
<p>There will be an increased Online Counselling Service offer for children and young people where they can access advice about health/lifestyle issues and can speak to qualified counsellors about specific concerns they have. The service will be able to directly refer to the Children's Health Service 0-19 and Healthy Minds Lincolnshire Service where children and young people require face-to-face support or they cannot meet their needs through the online service.</p> <p>Countywide sexual health services that are currently available through the Lincolnshire Integrated Sexual Health (LISH) Service for children aged 13+ will be enhanced to provide a greater range of information, clinical intervention and sexual health promotion.</p> <p>The Extended Communication and Language Impairment Provision for Students (ECLIPS) will continue to provide speech and language therapy to identified students, working with Head Teachers and liaising with key contacts in schools to ensure that students' needs are met within Lincolnshire, reducing the need for them to go to specialist schools and colleges and allowing them to study closer to home, which is better for the student and their family in terms of their wellbeing and achieving their potential.</p>	

8. Future Strategy

Outcome 1: There is a secure foundation for all children to progress through school and life			
What will we do?	When?	Who will do it?	Are there any risks?
Enable the Health Visiting workforce to promote children's centre services	April 2018	Children's Health Locality Managers	<ul style="list-style-type: none"> Staffing/capacity of service to deliver promotion at universal checks
Undertake annual review and report on sufficiency of childcare in Lincolnshire	Ongoing	Service Manager – Early Years and Childcare Support	<ul style="list-style-type: none"> Particular issues in some areas of the county Increased demand for childcare with 2 year old entitlement and increase to 30 hours for 3 and 4 year olds
Look at ways to further promote early years entitlement for eligible 2, 3 and 4 year olds; marketing strategy, work with commissioned services and locality services	April 2020	Service Manager – Early Years and Childcare Support	<ul style="list-style-type: none"> Continuous cycle of monitoring with changes to cohort every two school terms Lack of parents' understanding of 30 hours eligibility
Improve tracking of outcomes for vulnerable children through the Best Start Lincolnshire: Early Years and Family Service using Tapestry	April 2018	Service Manager – Strategic Commissioning and Service Manager – Early Years and Childcare Support	<ul style="list-style-type: none"> Use of technology across the county with poor internet connectivity in some places Sustained attendance of children required to make tracking of outcomes meaningful
Quality assure the Best Start Lincolnshire: Early Years and Family Service activities	June 2020	Service Manager – Early Years and Childcare Support	<ul style="list-style-type: none"> Balance between consistent standards of delivery but flexible content to meet local need
Monitor and review usage of children's centre buildings	Ongoing	Service Manager – Early Years and Childcare Support	<ul style="list-style-type: none"> Pressure to find further efficiency savings Increased demand on children's centre buildings with integration of health and early years/social care
How will we measure these actions are improving this outcome?			Target
Children's centre registrations			94%
Children's centre attendance			73%
% of eligible 2 year olds who are in receipt of their Early Years Entitlement			75%
Take up in the extension of the Early Years Entitlement offer to 3/4 year olds for 30 hours			New measure
Achievement at a good level of development in the Early Years Foundation Stage *			70%
Achievement gap between disadvantaged pupils and their peers at Foundation stage *			New measure

Outcome 2: Children are physically and emotionally prepared for school in order to achieve their full potential

What will we do?	When?	Who will do it?	Are there any risks?
Implement the new model of children's public health services in Lincolnshire, including insourcing the Children's Health Service 0-19	April 2018	Chief Commissioning Officer – Children's	<ul style="list-style-type: none"> Transition of service and workforce from existing provider to the council Staffing challenges post-transfer Delivery of clinical/CQC regulated activities
Roll-out the antenatal education programme in all children's centres across Lincolnshire	April 2018	Children's Health Service 0-19 Lead Nurse	<ul style="list-style-type: none"> Use of learning/feedback from pilot Promotion and up-take across the county
Upskill Health Visitors to better identify a range of maternal/paternal mental health concerns and deliver appropriate interventions	April 2019	Children's Health Service 0-19 Lead Nurse	<ul style="list-style-type: none"> Staffing/capacity of service to undertake training and then deliver interventions
Work with strategic partners to improve health outcomes for children, particularly around breastfeeding rates, obesity and smoking at time of delivery	April 2020	Acting Consultant in Public Health (Children's Health)	<ul style="list-style-type: none"> National issue and interdependencies with national initiatives Requires commitment and engagement of strategic partners
Implement the new Healthy Minds Lincolnshire emotional wellbeing service	December 2017	Service Manager – Strategic Commissioning	<ul style="list-style-type: none"> New service – demand is currently unknown but expected to be high
How will we measure these actions are improving this outcome?			Target
% of mothers receiving New Birth Visit who received a first face to face antenatal contact with a Health Visitor			100%
% of births that receive a face to face New Birth Visit by a Health Visitor			95%
% of children who received a 6-8 week review by the time they were 8 weeks			95%
% of children who received a 12 month review by the time they were 12 months			95%
% of children who received a 2-2½ year review			95%
% of infants being breastfed at 6-8 weeks			40%

* Indicates a KPI within the Council's Business Plan

9. Review Timetable

Action	From	To	Lead
Engage with strategic leads for interim progress monitoring	December 17	January 18	Children's Commissioning
Provide interim progress report to Children's DMT	February 18	February 18	Lead Officers Children's Commissioning
Update commissioning strategy following review	February 18	February 18	Lead Officers
Collate annual review progress monitoring	May 18	June 18	Children's Commissioning
Monitor progress of interdependent commissioning strategies and evaluate impact	May 18	June 18	Lead Officers Children's Commissioning
Draft Annual Commissioning Strategy Review Report to Children's DMT	July 18	July 18	Lead Officers Children's Commissioning
Annual Commissioning Strategy Review Report to C&YP Scrutiny Committee	September 18	September 18	DMT Lead Officer

10. Appendices

Appendix A

Performance Metrics:

- Performance Data Overview
- Financial Data Overview



RfS Appendix A
Performance Metrics

Appendix B

Influential Overview:

- National and Local Policy
- Stakeholder Engagement
- Marketplace



RfS Appendix B
Influential Overview

Appendix D

Children's Services Learn and Achieve

Document Control (i)	
Version	
Version Number:	001
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Sponsor Approval	
Name:	Heather Sandy
Position:	Assistant Director Children's Services
Date:	August 2017

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1. Executive Summary

This commissioning strategy reviews how Children's Services is performing to ensure that Lincolnshire children and young people learn and achieve, adopting a Signs of Safety approach to understand what is working well, what we are worried about and establishes priorities to address what we are going to do about it.

The objectives we will accomplish in order to ensure that positive outcomes for children and young people are achieved include:

Outcome 1: Improve educational attainment for all pupils

- **Objective 1** – Embed and develop the Council's School Improvement Strategy.
- **Objective 2** – Work with LLPB and LTT to deliver phase 2 of the Mobilise project to improve the use of evidence based practice through research.
- **Objective 3** - Continually assess the delivery of Home to school transport in order to provide sustained value for money.

Outcome 2: Young people thrive in learning environments which best meet their needs

- **Objective 4** - Introduce area collaborative Headteacher panels to ensure that vulnerable children are managed within the mainstream school settings.
- **Objective 5** - Strengthen the vocational offer for secondary schools by stimulating the vocational market and engaging a range of partners.

Outcome 3: To improve the outcomes of our most vulnerable children

- **Objective 6** - Develop a new SEND Joint Commissioning Framework 2018 – 2022.
- **Objective 7** - Remodelling of Special School provision in Lincolnshire based on the local provision of schools across the SEND spectrum.

In achieving these outcomes, services will be commissioned to ensure they provide children, young people and their families with the right support, of the right quality, in the right place, at the right time and for the right price.

2. Background & Introduction

The Learn and Achieve Commissioning Strategy provides a commitment from the Local Authority to work alongside all educational establishments and professionals, services which support children with special educational needs and disabilities, local forums which represent the voice of children, school & college transport providers, as well as the wider marketplace, to promote and actively work to the ethos that all children, regardless of their circumstances, should be supported to achieve their academic potential. Learning and achievement should be without barriers and accessible to all. Some children and young people may need additional support to enable them to access opportunities in the same way as their peers and they should be supported to do this.

We believe the principles that support Learn & Achieve are joint working, innovative practice and the perpetual pursuit of improvement.

Significant changes have been made to both the Education and Special Educational Needs and Disabilities (SEND) sector both nationally and locally with a variety of different drivers not least of which is legislative change. Our Learn & Achieve Strategy has been designed to offer direction on how we will deliver a vision of Educational and Attainment aspiration for Lincolnshire children across the breadth of educational establishments. The Strategy provides the scaffolding for subsequent planning and action, building on our longstanding fundamental pledge to achievement and attainment for all in its widest sense.

The attainment of life skills whether through vocational or traditional routes has far reaching consequences not just for young people and their families but also their communities. The Lincolnshire JSNA notes that The Centre for the Analysis of Youth Transitions (CAYT) Report No.4: "Assessing the Economic Benefits of Education" states attainment of GCSE qualifications has a significant impact on communities because "the most sizeable benefits of education come from the direct effect of education on individual wages and employment and from the effect of education on reducing criminal behaviour. This illustrates that education has benefits that accrue both to the individual and to society as a whole." Raising attainment in all secondary schools is crucial in order to maintain and improve the socio-economic cohesion and productivity of communities in Lincolnshire. A good basic education is fundamental to a person's ability to make a positive contribution to society. Failure to provide this education has significant social and financial consequences. The Marmot Review (2010) identifies a strong link between good educational attainment and reduced inequalities including better employment, income, and physical and mental health.

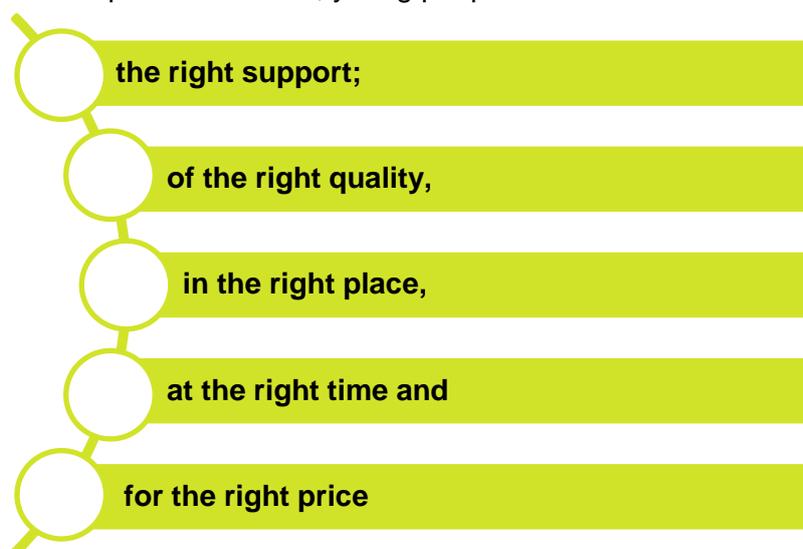
A report by the Department for Education (DfE) in 2014 found that;

- Individuals achieving five or more good GCSEs (including English and maths) as their highest qualification are estimated to have lifetime productivity gains worth around £100,000 on average, compared to those with below level 2 or no qualifications. This is equivalent to around 3 additional years of work.
- Individuals who just cross the five good GCSEs threshold have considerable lifetime productivity returns compared to those who don't. Men holding 5-7 good GCSEs (including English and maths) as their highest qualification have lifetime productivity gains worth around £73,000 compared to those with only 3-4 good GCSEs, for women the figure is £55,000.

To enable every child to achieve their best possible educational outcomes, evidence suggests that access to early education prior to entering school is important. Please read the "Learn & Achieve" Strategy alongside the "Ready for School" Strategy, which outlines the vision for 0 – 5 year old's over the next few years.

3. Scope of the Commissioning Strategy

The strategy will support the Five Children's Commissioning Rights which aims to ensure that we provide children, young people and their families with:



The service components in scope of the Learn and Achieve Strategy have a total funding allocation of £34.8m (16/17 Non-DSB year-end budget) and are broken down as follows:

- School Improvement (£1.66m) – a combination of in-house and contracted services working collaboratively to embed a sector-led approach to improving standards within Lincolnshire schools and academies. The service also enables the integrative working of the Lincolnshire Learning Partnership.
- Home to School/College Transport (£24.4m) - provision which has been outsourced to several hundred providers across the county to provide pupils with transport to school or college.
- School Support Services (£0.82m) - commissioned in-house to provide inclusion and attendance support for schools, governor support services and the Lincolnshire music service which is a charged for service to schools.
- Special Educational Needs & Disabilities (SEND) (£4.11m) and Children with Disabilities (CWD) (£3.53m) – commissioned in-house to provide assessment of need for children and young people with special educational needs and/or disabilities and makes recommendations for specific packages of support through an arrangement of in-house and contracted suppliers, as well as offering payments for the family to manage their individual care needs. The provision also includes an education psychology service and parent carer information and support.
- School Admissions and Other Education Costs (£0.25m) – delivered in-house to oversee the school admissions process for parents applying for a school place for their child.

4. Where We Are Now

A detailed analysis of the performance of existing services supporting this strategy can be found within the Performance Metrics document at **Appendix A**. The following extracts identify the prominent measures and performance information supporting this commissioning outcome.

Lincolnshire County Council received an Ofsted inspection in 2014. The single inspection of "Children's Services and review of the LSCB" returned the following findings:

Children who need help and protection	"Good"
Children looked after and achieving permanence	"Good"
Experiences and progress of care leavers	"Good"
Adoption Performance	"Outstanding"
Overall Performance	"Good"

These findings put Lincolnshire ahead of the majority of other Local Authorities in the East Midlands. Overall, however, the national trend shows a significant number of LA's (51%) are performing at a rate of "Requires Improvement".

The table below shows the Council Business Plan for 2016/17 and the targets for Learn and Achieve.

Measures Measures are how we will monitor and report progress in achieving the outcome.	Annual Target April 16 – March 2017	Actual Performance and Tolerance as at 31 March 2017
The percentage of children achieving at least the expected level in the Early Learning Goals in the prime areas of learning and in the specific areas of literacy and mathematics (Good Level of Development) (Bigger percentage is better)	70%	Actual: 71% Tolerance: Upper 70% Lower 65%
Closing the Gap EYFSP -The percentage gap in achievement between the lowest 20 per cent of achieving children in the local authority, and the score of the median (Smaller percentage is better)	25%	Actual: 29% Tolerance: Upper 24% Lower 28%
Achievement of the threshold in English and mathematics at KS4 (Bigger percentage is better)	In line with national (63%)	Actual: 62% Tolerance: Upper 1 % point Lower 2 % points
Achievement gap between disadvantaged pupils (achieving the threshold in English and mathematics) and their peers at key Stage 4	In line with National (28%)	Actual: 32% Tolerance: Upper 27% Lower 31%

Measures Measures are how we will monitor and report progress in achieving the outcome.	Annual Target April 16 – March 2017	Actual Performance and Tolerance as at 31 March 2017
(Smaller percentage is better)		
Rate of permanent exclusions (Smaller is better)	0.15	Actual: 0.18 Tolerance: Upper 0.15 Lower 0.13

In addition to the Council Business Plan, there are a number of Children's Services key performance measures. Latest performance data (Q4 for 2016/17) current position is shown below.

- Primary Admission First Choice
 - Q4 Target: **92%**
 - **Q4 Actual Performance: 92.5%**

- Secondary Admission First Choice
 - Q4 Target: 92.6%
 - **Q4 Actual Performance: 91.8%**

- Pupils in good or outstanding Schools
 - Q4 Target: 85%
 - **Q4 Actual Performance: 89.4%**

- Schools judged to be good or outstanding
 - Q4 Target: 87%
 - **Q4 Actual Performance: 90.5%**

- Looked After Children with a Personal Education Plan
 - Q4 Target: 96%
 - **Q4 Actual Performance: N/A** (due to changes in case management system)

- 90% of education, health and care plans in statutory timescale
 - Q4 Target: 90%
 - **Q4 Actual Performance: 94.1%**

School Improvement

In May 2015 a report 'The Future Delivery of Lincolnshire's School Improvement Service' was submitted to the Council's Executive Committee following which it was agreed that the future commissioning arrangements for school improvement would be focussed on an integrative, school-led system and that the Lincolnshire Learning Partnership (LLP) school-led approach to school improvement would be the future means of providing services.

In order to ensure effective strategic leadership of this system, the Lincolnshire Learning Partnership Board (LLPB) was established later in 2015. The LLPB is led by the Council and has representation of Headteachers (including Headteachers from Teaching Schools); with an appropriate skill-set and proven track record in school improvement, across all sectors. The LLPB reduces the risk of isolation by offering schools access to a professional learning partnership with opportunities for working across the system. It provides targeted support for schools identified by the Council's Education Support Team, (a small team involved in providing strategic support, challenge and direction where required), or from

regular scrutiny of up-to-date data, including identifying specific support arrangements for those schools classed as Schools Causing Concern.

In line with the DfE development of 'system leadership', in 2016/17 academic year the Council contracted with Lincolnshire Teaching Schools to deliver a number of statutory and non-statutory services:

- Monitoring and Moderation of Key Stage 1 and Stage 2 (£0.161m) – a statutory service to monitor assessments and to moderate a proportion of these assessments in order to confirm that the teacher assessment judgements are accurate and consistent with national standards.
- Mobilise Project (£0.218m) – working in conjunction with the Education Endowment Foundation (EEF), the LLPB commissioned a service to use the evidence available from the EEF to better develop and deploy the workforce of teaching assistants to best meet the needs of Lincolnshire's pupils and young people and to support and equip participating school to make sense of, and act on research evidence, with the ultimate aim of the project being to build an effective cluster-based, school to school infrastructure, which would enable every participating school to be 'evidence informed' and 'evidence ready'.
- LeadLincs Project (£0.046m) – a service which offered leadership development, targeting future primary school head teachers. It provided them with the training, experiences and support needed for them to apply for a head teacher or head of school post, increasing the number of eligible candidates for head teacher posts in Lincolnshire.
- Risk Assessments for Academy Schools (£0.02m) – a service to undertake risk assessments and provide evidence based feedback regarding any concerns the Council may have with an academy, and whether sufficient actions are in place to remedy issues, without escalation to the Regional Commissioner.
- Risk Assessments for Special Schools (£0.005m) – a service to undertake risk assessments and provide evidence based feedback regarding any concerns the Council has about a Lincolnshire maintained or academy special school, so that the Council can determine whether in the case of a maintained school the Council needs to intervene, or for an academy school whether escalation to the Regional Schools Commissioner is needed.

All of the above services have been re-commissioned for the 2017/18 academic year.

Home to School/College Transport

The council provides transport to entitled children and young people of school and college age to meet its statutory duty and local policy aims of ensuring that qualifying young people are able to access education and learning opportunities. The council carefully assesses the transport needs of all young people in the county and provides free transport for over 20,000 school-age children every year and subsidised transport for approximately 2,000 young learners of sixth-form age.

Children's Services contracts the procurement and delivery of the service through the Transport Services Group (TSG), a division of the Environment and Economy Directorate, through a service level agreement, which is reviewed annually. The TSG in-turn procures the delivery of the service through contracts with private-sector transport providers, based mainly in Lincolnshire. Recently, the Council has established a new transport provider,

Transport Connect Ltd, aimed at improving sufficiency and sustainability in the education transport marketplace.

Despite achieving considerable savings over the past 3 years, the transport budget is currently under, and forecasting future significant financial pressure as a result of changes to national living wage, fluctuating fuel prices, fleet requirements to be adaptable for those with a disability and a number of key suppliers exiting the marketplace.

When reviewing spend in terms of cost per head, the greatest spend per cohort is for those children and young people with SEND. A new means to procuring transport for special school provision is being embedded for the start of the 2017/18 academic year, adopting a one school; one supplier approach, with a view to help create greater sufficiency of provision and control costs.

School Support Services

In comparison with national and regional comparators, the performance of vulnerable groups in Lincolnshire can vary across each subset group. The performance gap between pupils from more and less advantaged backgrounds in England is one of the largest among Organisation for Economic Co-operation and Development countries (OECD, 2014). There is a well-established link between; under-achievement, low attainment at school, reduced economic output and familial disadvantage. Achieving GCSEs, A levels and apprenticeships improve earnings, employability and lifetime productivity. Even achieving at very low levels – just one or two GCSE passes compared to none – is associated with large economic gains.

The Inclusive Lincolnshire Strategy (December 2015) was introduced to address the problem of a rising and unsustainable rate of permanent exclusion from Lincolnshire schools. The scale of the problem resulted in Lincolnshire being consistently the highest excluder of primary aged children nationally and one of the highest of secondary aged children. The strategy introduced the notion of a 'Ladder of Intervention' which was launched in January 2016. In September 2016 a step within the Ladder, specialist behaviour support for pupils at risk went live through the launch of the Behaviour Outreach Support Service (BOSS). In addition, schools were given access to 'intervention places' within what is now Springwell Lincoln City Academy (SPLCA), formerly the Teaching and Learning Centre (TLC), when they could demonstrate that they had followed the Ladder.

The BOSS is commissioned through a contract (value £1.28m p/a) with an external supplier and is funded through the dedicated schools budget (DSB). The contract runs until 31/08/19 with an option to extend for a further 2 years. The service focuses on early intervention, prevention and support for schools and pupils experiencing behavioural difficulties aiming to support containing the growth of exclusions and high specialist placements.

The BOSS provides a bespoke service for all schools in Lincolnshire, strengthening the inclusive approach of schools and building capacity within school settings to manage the social and emotional needs of pupils at risk of exclusion. BOSS provides a unique, targeted service to meet the expressed needs of individual schools and currently provides:

- Awareness training for whole schools, individual staff teams, and/or individual staff, including lunch time supervisors about attachment and restorative approaches.
- Advice and guidance about behaviour management
- Mentoring, coaching, advice and practical intervention to develop a whole school approach to managing behaviour.
- Targeted support to assess the individual needs of challenging pupils/students at risk of exclusion, working collaboratively with schools and staff to develop bespoke behaviour management plans. Behaviour management plans incorporate strategies and practical methods to manage behaviours effectively.

- Targeted transition and re-integration support for managed moves when pupils return to mainstream education from alternative provision.
- Targeted Restorative support, provided by a qualified restorative practitioner
- A training offer which includes: Attachment Awareness; Restorative Approaches; Whole school approaches to behaviour management.

In addition to the Behaviour Outreach Support Service, there are two other outreach services which are in place to provide support to schools:

(i) The Working Together Team (WTT) - providing educational support for school aged pupils whose special educational needs relate to difficulties in autism and learning difficulties, with or without a diagnosis of autism, and is commissioned through a contract (value £0.62m p/a) with an external supplier. The contract runs until 31/08/18 with an option to extend for a further 2 years.

Schools have reported the following outcomes following receiving support from WTT:

- increased time in the classroom as the result of intervention;
- Reduction in challenging behaviour;
- Increased attendance.

Based on the May 2017 contract ratings, the service is rated as Good, with a risk rating of Green, collectively identifying that there are no concerns with the provision of the service.

(ii) Lincolnshire Physical Disability Outreach Service - offers support for pupils with a profound physical/ cognitive disability or life limiting condition, and is commissioned through a contract (value £0.14m p/a) with an external supplier. The contract runs until 31/08/18 with an option to extend for a further 2 years.

There are currently 177 pupils on the caseload (April 2017), over 170 schools, providing support in the following areas;

- Inclusion in the curriculum (classroom practice, teaching and learning)
- Assistive technology (AT) for practical inclusion in classroom activities and access to IT.
- Using augmentative and alternative communication (AAC) to access the curriculum
- Assessment of progress
- Moving and handling training and support
- Disability awareness training
- Parental support

Based on the May 2017 contract ratings, the service is rated as Good, with a risk rating of Green, collectively identifying that there are no concerns with the provision of the service.

At the end of a full academic year, it is now possible to evaluate the early impact of the Ladder. Primary exclusions have fallen by over half from 49 in 2015-16 to 28 in 2016-17. In relation to the secondary phase, the step change occurred between the years 2014-15 (165 exclusions) and 2015-16 (106 exclusions). In 2016-17, that figure rose to 116. A key priority for 2017-18 is to target for support and challenge the small number of secondary schools that accounted for a disproportionate number of secondary exclusions in 2016-17.

The challenge remains to ensure that our most disadvantaged and vulnerable children and young people are also able to achieve their best and make good progress throughout all stages of their education. Currently the attainment gap in Lincolnshire between children eligible for free school meals and their peers at the end of key stage 2 and 4 is one of the

largest in the country and outcomes and expected progress for Looked after Children fails to reach our aspirations. Improving the progress of these children is an ongoing journey.

Special Educational Needs & Disabilities (SEND) and Children with Disabilities (CWD)

In addition to the Council's funding, there are contracts in place for over 100 pupils with SEND placed within independent sector special schools at a cost of c£7.8m per annum, funded by the DSB. This provision supports pupils with a range of complex needs whereby their learning and development needs cannot be met through Lincolnshire maintained schools, special schools and academies. Costs for this provision range immensely depending upon need, whereby a placement for a pupil who has a sensory impairment can cost c£0.050m per annum through to c£0.369m per annum for a pupil with a number of highly complex needs.

The Local Authority has a duty in respect of Breaks for Carers of Disabled Children Regulations 2011 (Short Breaks). The service supports this requirement through the commissioning of a number of support options, including:

(i) The Domiciliary Care Service for children and young people with disabilities and their families is mainly commissioned through a contract (value £0.41m p/a) with an external supplier. The contract runs until 30/09/18 with an option to extend for a further 2 years. The service supports the Early Help Offer which identifies the need for help for children and families as soon as problems start to emerge, or where there is a strong likelihood that problems will emerge in the future.

The Domiciliary Care Service offers personal care, including:

- Supporting them in their own home, with their parents/carers present;
- Providing assistance with the administration of medication that may involve some invasive procedures;
- Enabling them to develop their personal and independent living skills and be self-caring where ever possible;
- Supporting and enabling their parents/carers to develop the skills needed to care for them throughout childhood;
- Providing assistance for the child or young person at meal times;
- Providing assistance throughout the night/out of core hours when needed;
- Provide emergency response care within 24 hours of notification to prevent family breakdown where required;
- Contributing towards End of Life Care where required.

There are 48 children and young people accessing the service, with a list in place of those awaiting domiciliary care that is constantly monitored and reviewed. Where the main supplier is unable to cover the care needs of a family, the market is approached to determine if there are other suppliers that are able to provide the care package, and these are used on an individual basis.

Based on the May 2017 contract ratings, the service is rated as Inadequate, with a risk rating of Red, collectively identifying that there are concerns over the number of staff available to provide the care packages required.

(ii) Early Support and Learning Provision (ELSP) - the ESLP Service for children and young people with disabilities and their families in Lincolnshire is commissioned through a single contract (value £0.19m p/a) with an external supplier. The contract runs until 30/04/18 with an option to extend for a further 2 years.

The service is aimed at improving outcomes for young children under 5 who have significant disabilities and/or complex medical needs, including: children with physical and sensory impairments, significant learning difficulties, emotional and behavioural difficulties and social and communication disorders children with complex health needs, including epilepsy, tube feeding, oxygen dependency a high proportion of children likely to require additional support to meet their individual personal care, supervision and learning needs

The service also contributes to Early Help, through timely assessment and provision of services and low numbers of children with disabilities within Child Protection. The services provided through this provision support this by helping identify any potential issues and working with families to approach these effectively, supporting families to become independent.

Based on the May 2017 contract ratings, the service is rated as Good, with a risk rating of Green, collectively identifying that there are no concerns with the provision of the service.

(iii) Holiday Clubs and Community Group & Youth Club Activities - this service is commissioned through a contract (value £0.21m p/a) with an external supplier. The contract runs until 31/03/18 with an option to extend for a further 6 months. The service supports the Early Help Offer which identifies the need for help for children and families as soon as problems start to emerge, or where there is a strong likelihood that problems will emerge in the future.

This service provides Holiday Clubs, Community Groups and Youth Clubs for children and young people with disabilities throughout Lincolnshire.

Holiday Clubs Community Groups and are available for children aged 5 – 18 years, providing two Holiday Clubs per district, per week and two Community Groups per district, per month. Youth Groups are available for children aged 11 – 18 years providing two Youth Clubs per district, per month.

Based on the May 2017 contract ratings, the service is rated as Good, with a risk rating of Green, collectively identifying that there are no concerns with the provision of the service.

These targeted activities provide the necessary support to meet the needs of:

- Children and Young People who have severe learning disabilities or behaviour which is challenging, or, those children and young people whose behaviour is associated with other impairments such as severe learning disabilities.
- Children and Young People with complex health needs including those with disability and life limiting conditions, and /or those who require palliative care and /or those with associated impairments such as cognitive or sensory impairments and/or have moving /handling needs and/or require special equipment/adaptations.

The service provides a wide range of activities, led by the individual preferences and capabilities of children and young people in attendance and includes activities comparable with their peers but suitable to their abilities. Services are held in suitable venues for delivery of activities and which are secure, accessible, of adequate size, welcoming, suitably equipped and located appropriately throughout Lincolnshire which are easy for families to access in order to maximise attendance.

5. Cross-Cutting Considerations

5.1. Other Commissioning Strategies

There are a number of inter-dependencies between the Learn and Achieve Commissioning Strategy and other Commissioning Strategies within the Council.

Readiness for Adult Life - This commissioning strategy aims to ensure all young people should have an equal opportunity to do well, to lead happy and fulfilled lives and make their own choices to shape the direction of their own lives. There are clear parallels between the aims of the two strategies particularly with regard to achieving positive outcomes for young people aged post 16 by ensuring they are in Education, Employment or Training.

Children are Safe and Healthy This commissioning strategy aims to ensure all children and young people are healthy and safe. There is some affinity between the two strategies particularly with regard to the correlation of young people remaining safe and (mentally) healthy in order to succeed in terms of educational achievement and in relation to outcomes for LAC who traditionally underperform in terms of educational qualifications against their peers.

Readiness for School – This commissioning strategy aims to commit agencies to work together to help shape the early years of all children in Lincolnshire, contributing to a wide range of outcomes during this formative stage and ensure they are ready for school. There are clear parallels between the aims of the two strategies particularly with regard to ensuring that children have the appropriate support in order to achieve a good level of development at the Early Years Foundation Stage.

Adult Specialities - This commissioning strategy aims to improve outcomes for adults with mental health, learning disabilities and/or autism. There is a key link within this strategy for the transformation arrangement for those children and young people, mainly within SEND provision who, as part of reaching adulthood, will transition from Children's Services into Adults. An Education, Health and Care (EHC) plan will have been completed for most young people with support needs who are referred to Adult Care. This will reflect their needs in relation to Education, Health and Care to enable them to pursue their goals to live as independently as possible. Transition preparations for young people with SEND, and an EHC plan, begin in year 9 (age 13-14).

Before the young person turns 18 a Transition Assessment must be carried out if it is considered that the young person is likely to have care and support needs when they turn 18. Not all young people who have care and support needs will be known to Children's Services but may have support needs when they turn 18.

Transition Assessments need to be carried out early enough so that the right care and support is in place should the young person move in to Adult Care and to enable this service to plan its own commissioning strategy to be able to meet emerging needs.

Mental Health services across Children's and Adult services are currently commissioned through an agreement with Lincolnshire NHS Partnership Foundation Trust (LPFT). There are clear, established pathways for C&YP to provide the appropriate care and support through transition to adult services where needed.

Enablers and support to the Council's outcomes - This commissioning strategy includes the enablers required to support the delivery of the Council's agreed outcomes, such as ICT, Property, People Strategy, Commissioning and Strategic communication.

How we do our business - This commissioning strategy includes the overarching governance and standards for the Council, including decision making through the democratic process.

Protecting the Public - This commissioning strategy covers all of the work required in order to protect the communities in Lincolnshire.

Sustaining & Developing Prosperity Through Infrastructure - This commissioning strategy facilitates growth and prosperity through encouraging investment and enhancing the economic potential of the county. This links closely with the Learn and Achieve strategy as it is reliant on the quality of the transport network in order for Home to School transport to operate efficiently and effectively.

Wellbeing - This commissioning strategy aims to assist improvements in the health and wellbeing of the population as a whole, it covers advice, information and preventative services.

5.2. Council Service Areas

Beyond Children's Services, there are key dependencies for this strategy in meeting the needs and outcomes with other service areas across the organisation.

Adult Care and Community Wellbeing – Specifically concerning the support provided following the transition of young people with SEND into the specialist adult services team, supporting those with learning and physical disabilities.

Environment and Economy – this can positively affect areas such as economic growth which is vital to ensuring that there are appropriate employment opportunities for young people when they leave education. Conversely the Learn and Achieve strategy will enable young people to have the appropriate skills to be employable in the local economy.

It is also essential to the delivery of the Learn and Achieve Strategy that Lincolnshire's infrastructure is sustained and developed in order to ensure that the transportation of young people around the county is efficient and safe.

5.3. Joint Strategic Needs Analysis (JSNA)

The JSNA is a shared evidence base made up of commentaries and data sources which reports on the key areas of health and wellbeing in Lincolnshire. Each topic area assesses the current picture in Lincolnshire, existing services and looks ahead to potential future level of need to support effective service planning and commissioning. The following topics have been considered as part of this strategy:

- Education Attainment: Foundation & Key Stage 4 – having a specific focus on enabling educational achievement of Lincolnshire Children with the priority being on reducing the achievement gap between vulnerable children and their peers throughout their education.
- Looked After Children – ensure LAC fulfil their potential by achieving academic outcomes in line with their peers.
- Mental Health & Emotional Wellbeing – understanding the impact this has on young people, including vulnerable groups such as SEND and the consequences for their educational attainment.
- Special Educational Needs and Disability – focusing on ensuring that children with SEND have the right support to access education in a setting appropriate to their needs.

5.4. Additional Considerations

In addition to other Council service areas, strategic partners such as Lincolnshire Schools and the Lincolnshire Learning Partnership (LLP) have a key role to play in school improvement. The LLP aims to provide all schools in Lincolnshire with a sector-led professional learning partnership rooted in peer learning and development, supporting sector-led school improvement.

The benefits of schools working together can lead to a broad range of bespoke professional development opportunities, specialist expertise, innovative school improvement and improved outcomes in teaching and learning, progress and attainment, and inspection. This has a direct impact on the Learn and Achieve strategy and the ability of Lincolnshire's schools to raise educational attainment of its pupils and narrow the gap in attainment for vulnerable children.

Lincolnshire has a significant number of Academy schools and therefore the Regional Schools Commissioner (RSC) as the person who holds Academies to account by working with school leaders to challenge and take action in under performance Academies has a key role to play in the delivery of the Learn and Achieve strategy.

Health providers are critical in their contribution to young people being able to learn and achieve their potential. Appropriate educational, social and emotional skills developed whilst at school are paramount as young people progress through adolescence into adulthood. Therefore the 0-19 Health Service and the Child and Adolescent Mental Health Service (CAMHS) are key to supporting vulnerable children and to enable them to achieve their potential whilst dealing with mental health issues.

6. Summary of Analysis Findings

6.1. Analyses Undertaken

The following analysis activities have been carried out:

- Political priorities / risks – through engagement with the Executive portfolio holder as part of Executive Directorate Management Team meetings (DMT) along with desktop analysis – see Appendix B.
- Demographic and stakeholder engagement feedback – various engagement activities are undertaken in relation to the specific commissioned services set out in this strategy. An overview can be found in Appendix B.
- Legal framework, national and local policy and guidance – a desktop analysis has been undertaken as set out in Appendix B.
- Current performance – analysis has been produced within Appendix A.
- Available resources now and in the foreseeable future – a financial summary, including identified pressures and saving requirements can be found in Appendix A.
- Market offers (external / internal) – an overview of the marketplace is available in Appendix B.

6.2. Interpretation of Analysis

We interpreted the above analyses to identify emerging issues and other factors that we need to take into account for this Commissioning Strategy - a summary of this interpretation is detailed below utilising a Signs of Safety approach.

What is working well?	What are we worried about?
Educational Establishments, Schools and School Strategies	
<ul style="list-style-type: none"> • LCC is clear that the expertise for school improvement is held within the sector and is committed to working to closely with Schools and developing expertise within Lincolnshire whilst supporting Schools to have the confidence, autonomy and opportunity to prove themselves as owners of their own sustainable improvement. • Schools are a changing landscape, with a changing and growing landscape that includes; single Schools, cluster Schools, Teaching Schools, Multi-Academy Trusts, and Diocese Schools. • Re-commissioning the school Improvement service, resulting in local solutions to local issues, collating and sharing "what works" sharing responsibility for the quality of education of all young people and nurturing a more direct relationship between Educational Establishments and the Local Authority. • Developing a shared vision of Schools working collaboratively across the County. • Establishment of LLP Board with representatives from Schools across the county <ul style="list-style-type: none"> ○ Effective sharing of best practice ○ Facilitate partnerships, collaborations and different ways of working to ensure outcomes are ever improving ○ Hold stakeholders to account for their performance in the setting ○ Support and develop guidance on new DfE regulations ○ Maximise the use of the intelligence that is widely available. 	<ul style="list-style-type: none"> • Effectiveness of sector led model in supporting some of the smaller rural maintained schools as a result of insourcing the SIS. • Lack of Teaching Schools within the east of the county. • Recruitment and retention of Teachers. • Growth of Multi Academy Trust's without sufficient pre-planning • Non Statutory and Statutory Services funded by the LA are available to all Educational Establishments in the county, regardless of whether they are Academies/LA maintained etc. As with all Councils the funding associated with this depletes as schools convert to an academy but the expectation of continued delivery remains. • Schools that have become an Academy are not subsequently Ofsted inspected for the first two years following Academisation, therefore an external view of provision is not obtained. • Some identified difficulties in the sharing of peer review outcomes from specific schools/clusters. • Poor attainment of vulnerable groups in comparison to their peers, for example at FSM pupils in Lincolnshire perform on average 14% poorer than their non FSM peers. • Still improvements to be made in the educational attainment of LAC and YOS cohorts. • Sufficient marketplace to support the domiciliary care needs of families with CWD. • The growth of mental health needs within Lincolnshire Schools and whether Schools are sufficiently equipped in supporting early intervention. • Budgetary savings for 2017 - continued pressure on the Council's

<ul style="list-style-type: none"> ○ 335 Schools identified as engaging with the LLP • Breadth of newly commissioned services including; Key Stage 1 & Key Stage 2 Monitoring & Moderation, Risk Assessments for Academies and Special Schools, Leadlinks, Mobilise Project and School Educational Visits - Advice and Guidance. • Good working relationships between services area and commissioning to effectively manage contracts with external suppliers • Roll out of Peer Review programme which shares good practice. • Development of the Lincolnshire Teaching Schools Together, demonstrating a proactive and responsible marketplace. • Place planning provision is well coordinated and robust, ensuring school places are strategically delivered in response to emerging needs. • Coordination of school admissions performs highly in comparison to national measures, ensuring a high level of parental choice is met. • Positive feedback from Schools following transition to sector led school improvement model. • Lincolnshire paving the way in innovative response to change. • Revised sector led model delivering financial efficiencies. • High level of Schools achieving Good or Outstanding Ofsted inspections. • Improvements in attainment of some vulnerable groups. • Successful implementation of Outreach Programmes including support for Autism, Learning Difficulties, Physical Disabilities and challenging behaviours. • The impact of the Inclusion Strategy and subsequent reduction in exclusions. • Successful local challenge to DfE methodology which calculates sufficiency planning, resulting in a fairer funding formula which secured additional monies for Lincolnshire. • LCC delivers an enhanced school transport provision over and above statutory requirements, providing additional discretionary 	<p>and Children's Services budgets mean that HtS transport is required to seek and achieve efficiencies.</p> <ul style="list-style-type: none"> • There are a number of significant budget pressures facing HtS Transport which will restrict the ability to achieve ongoing savings, these include: <ul style="list-style-type: none"> ○ Legislation – new buses have to incorporate new guidelines relating to safety, passenger access and emissions. ○ The impact of the potential changes to legislation around HTS transport for Grammar school for low income families. ○ Increased costs of national inflation; costs of fuel and the national living wage. ○ Growth of Academy and the rise of varying start times and term times amongst the Academies ○ Transport for young people who have been excluded from school
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transport.

- A significant amount of savings for HTS transport have already been achieved.
- "Max Respect" a preventative service to reduce behavioural issues on buses.
- "Independent Travel Training," supporting young people with additional needs to give them the confidence and skills to travel in school transport rather than in a taxi.
- Innovative market development, transforming contracts, encouraging the growth of the sector where possible and establishing a Teckal company to fill gaps in the marketplace.

6.3. Conclusions from Interpretation

What are we going to do about it?

1. Embed and develop the Council's School Improvement Strategy.
2. Work with LLPB and LTT to deliver phase 2 of the Mobilise project to improve the use of evidence based practice through research.
3. Continually assess the delivery of Home to school transport in order to provide sustained value for money.
4. Introduce area collaborative Headteacher panels to ensure that vulnerable children are managed within the mainstream school settings.
5. Strengthen the vocational offer for secondary schools by stimulating the vocational market and engaging a range of partners.
6. Develop a new SEND Joint Commissioning Framework 2018 – 2022.
7. Remodelling of Special School provision in Lincolnshire based on the local provision of schools across the SEND spectrum.

7. Options for Final Outcomes and Future Delivery

Outcome 1: Improve educational attainment for all pupils	
School Improvement	
<p>The strategic development of the Educational marketplace is a shared objective undertaken between the Local Authority and the LLPB. This is in line with national agenda of developing Teaching Schools and Lincolnshire has supported the development and profile of its Teaching Schools and they are recognised as being at the forefront of good practice.</p>	
Future Delivery Options	Potential Risks
<p>In September 2016 the largest provider of school improvement services in Lincolnshire exited the marketplace. The agreed main provider of this activity now comes from the Teaching Schools and School to School sector support.</p> <p>The LLPB will continue to commission Teaching Schools and other education providers to deliver specific, bespoke work streams.</p> <p>The Council has developed EduLincs which is a single point of access for schools, academies and other educational settings in Lincolnshire to access high-quality, professional and cost-effective support from the Council and its partners. This has continued to be enhanced in 2017/18 with further services added.</p>	<ul style="list-style-type: none"> • Schools failing to engage with the sector support model will leave them potentially vulnerable to poor Ofsted outcomes. • The lack of high quality support to schools will result in poor educational outcomes for young people. • LA maintained schools will be forced into Academy conversion. • Low take up of services from the Council could result in the single point of access becoming unfeasible as a delivery model. This would impact on a number of services within the Council and would affect their sustainability.
Policy	Finance
<ul style="list-style-type: none"> • School Standards and Framework Act 1998 • Education Act 2002, including Schedule 2 • Education Act 2005 • Education and Inspections Act 2006 • Apprenticeships, Skills, Children and Learning Act, 2009 (amended the 2006 Act) 	<ul style="list-style-type: none"> • £0.416m reduction from further saving resulting from the implementation of a sector-led approach to the service. This reduction coincided with the Government changes to the Education Support Grant which the School Improvement service was funded from.

<ul style="list-style-type: none"> • The School Governance (Transition from an Interim Executive Board)(England) Regulations 2010 (“Transition Regulations”) • Academies Act 2010 • Education Act 2011 (amended the 2006 Act, and Schedule 14) • Education and Adoption Act 2016 (which amends the 2006 Act and the Academies Act 2010) 	
Home to School/College Transport	
<p>The Home to School and College transport represents 74% of the overall funding for the Learn & Achieve strategy, and is a challenging and volatile budget with unfavourable economic conditions, it poses an ongoing risk to Children's Services financial position overall.</p>	
Future Delivery Options	Potential Risks
<p>Special school transport provision is being fundamentally reviewed in a five-year delivery strategy. Commissioning Service involvement is aimed at ensuring that significant cost savings on transport is built into the proposed new framework and SEND offer, based on local provision of SEND education across the needs spectrum.</p> <p>Bring all commissioning and procurement into children's Services as a commissioned service, to gain economies of scale, improved communications and staff synergies, leading to better and more cost effective provision.</p>	<p>Review of special school provision may not achieve in-year savings, but may cap costs.</p> <p>The risk of this approach is basically the loss of expertise and overlap/integration with transport services provided by the Environment and Economy directorate, e.g. Call-connect. Careful planning would be needed to identify and then mitigate risks.</p>
Policy	Finance
<ul style="list-style-type: none"> • The Education Act of 1996, as amended by the Education and Inspections Act 2006, Section 508, 509 and schedule 35B. • Education and Skills Act Section 10. 	<ul style="list-style-type: none"> • £80,670 reduction by ceasing the additional transport provision provided for the UTC from September 2016 and to provide the same offering as all other non-selective schools in Lincolnshire in line with current policy.

Outcome 2: Young people thrive in learning environments which best meet their needs.	
School Support Services	
Development of a more efficient and sustainable alternative provision model to ensure the effective provision of suitable support for the most vulnerable and challenging young people in Lincolnshire schools.	
Future Delivery Options	Potential Risks
Currently, all permanently excluded pupils are placed by Springwell Lincoln City Academy (SPLCA) in the centre deemed most appropriate. There is an opportunity to invite local providers of alternative provision to tender for vocational learning contracts where they are registered as independent schools or operating as satellites of independent schools.	<ul style="list-style-type: none"> • Potential for instability. Long term contracts could prevent the Council from capitalising on developments within the alternative provision sector, such as an unregistered provider registering as a school and offering high quality provision at a competitive price. • The Council becomes more accountable for the quality of the provision within a challenging, complex sector. • The Pupil Reintegration Team assumes additional responsibilities at the same time as introducing other key initiatives such as collaborative Headteacher panels. • There is a perverse incentive for providers to hold on to pupils who are school ready, in order to stabilise and expand the centres. Contract management should mitigate this but additional contracts to manage have implications for the Inclusion Service Manager, commissioning service and finance teams. • Successful delivery of the outcome depends on factors outside of the Council's direct control, especially the success of vocational centres in either registering as schools or partnering with registered schools.
Policy	Finance
<ul style="list-style-type: none"> • Inclusive Lincolnshire Strategy. • Alternative Provision: Statutory guidance for local authorities, Jan 2013. • DfE Exclusions Guidance, July 2017. 	<p>Historically, pupils over PAN have been placed on home tuition and the issue of under-capacity within the centres has not been addressed because pupils have received ongoing provision, albeit not within a centre.</p> <p>There has been a need to correct this through an investment of</p>

	£619,710 in 45 additional secondary places, for 2017-18. This has enabled the SPLCA to re-engage high quality vocational providers in the development of the alternative provision market place.
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Outcome 3: To improve the outcomes of our most vulnerable children	
Special Educational Needs & Disabilities (SEND) and Children with Disabilities (CWD)	
Review the market place to ensure there is enough capacity in Lincolnshire to meet the growth of the children and young people in Lincolnshire with EHC/SEND/CWD.	
Future Delivery Options	Potential Risks
<p>Encourage wider promotion of this area of work as a good workplace to attract new employees.</p> <p>Mainstream services adapt to enable children and young people with EHC/SEND/CWD to attend and participate.</p> <p>Short Break services to be tendered collectively to enable suppliers to deploy staff over a number of services, fulfilling service needs.</p>	<ul style="list-style-type: none"> • There are not enough people who want to be employed in this area of work during the times which support is required. • There are not enough suppliers in the marketplace due to the relatively low demand for provision and sparsity of users across Lincolnshire.
Policy	Finance
<ul style="list-style-type: none"> • SEND Reforms. • SEND Code of Practice. • SEND Joint Commissioning Framework. 	<ul style="list-style-type: none"> • Provides suppliers with longer term funding commitment to secure services.

Special School provision in Lincolnshire

The SEND Schools Review is currently considering Lincolnshire's SEN School provision and how it can be enhanced to ensure pupils with SEND have access to an integrated school system where children and young people get the right health, care and education, in the right place, at the right time, as close as possible to where they live. By adopting a collaborative approach and united by a Common Moral Purpose, Council Officers, SEND School Head Teachers and Lincolnshire Parent Carer Forum are working together to design and propose an education system which provides the best possible education for children and young people with SEND, enabling them to reach their full potential.

The key drivers which support the need for change to SEND education provision in Lincolnshire include:

- Increasing numbers of EHC Assessment and Plans being made and pressure on the SEND school capacity.
- 91 pupils currently educated in Out of County and Independent Non-Maintained Schools at considerable expense to the Council and to many parents dissatisfaction
- Only 40% pupils in SEND Schools attend the one closest to their home. This is having a negative impact on pupil's physical and emotional well-being and capacity to learn. It is also having a detrimental impact on families with children and young people travelling excessive journeys to and from school.
- Pupils with SEND are more likely to be permanently excluded from mainstream schools than those without SEND.

Future Delivery Options

The SEND School Review aims to deliver against three main objectives:

- Provide an education system with sufficient capacity for pupils to attend a SEND school as close to home as possible, reducing the impact of long distance travel on children and families and creating a community around each school.
- Clarify wraparound support service provision, specifically health and social care, to develop a clear support offer to all SEND schools.
- Establish solid collaboration between Specialist and Mainstream schools to improve the educational experience of pupils with SEND in mainstream schools and support pupil transition within a

Potential Risks

- Parent/Carer and Family Impact - Whilst the collective moral purpose for the review is to improve the lives of children with SEND in Lincolnshire, it is imperative that we recognise and respect the impact any agreed change may have. Open and honest dialogue will be essential throughout the consultation process along with ample opportunity for the child and family voice to be heard.
- Finance - If agreed, any potential model may involve significant reshaping of SEND school provision in Lincolnshire and will therefore require substantial capital investment to achieve all outcomes.
- School Reorganisation - Robust planning with the School Reorganisation Service will be required to manage effective and purposeful consultation across the project.
- The impact of school reorganisation on pupils and families cannot

fluid and flexible system.

be underestimated and it is imperative that a considered approach is taken throughout implementation to minimise the effects of change.

- Mainstream Relationships - In order to successfully achieve the outcome of improved collaboration between mainstream and SEND schools, it will be imperative that relationships between the providers are developed, with SEND education becoming a priority for mainstream Head Teachers.
- Mechanisms such as the LLP, Schools Forum and SENCo Cluster Groups should be utilised to engage mainstream schools and encourage their commitment and long-term involvement in the project.

Policy

DfE Strategic High Needs Planning Fund (March 2017).
 Reducing Distant SEND Placements Increasing Regional Sufficiency NHS England (Spring 2016).
 ISOS Reviews Lincolnshire (2015).

Finance

The financial implications for this project are currently being analysed and will be presented to in due course.

8. Future Strategy

Outcome 1: Improve educational attainment for all pupils			
What will we do?	When?	Who will do it?	Are there any risks?
Embed and develop the School Improvement Strategy: <ul style="list-style-type: none"> - Continue to engage with the Academies protocol to ensure that they are held to account for the outcomes of their young people - Continue to develop the school Peer Review process enabling areas of strength and areas for development to be share across the sector. 	2017-18 Academic Year 2017-18 Academic Year	Service Manager School Strategy Service Manager School Standards	Lack of engagement from Schools and Academies where 'lip service' is paid to the Peer Review process and: <ul style="list-style-type: none"> - opportunities for genuine learning are missed. - schools have a poor Ofsted outcome which could have been prevented.
Work with LLPB and LTT to deliver phase 2 of the Mobilise project to improve the use of evidence based practice through research.	2017-18 Academic Year	Service Manager School Strategy	Lack of engagement from schools will result in the desired outcomes not being achieved.
Continually assess the delivery of Home to school transport in order to provide sustained value for money by: <ul style="list-style-type: none"> - remodel of high cost provision - considering the impact of the changes in SEND and working to identify significant transport cost savings. 	2017-18 Academic Year	Service Manager Strategic Commissioning	Failure to deliver changes which affect the cost of HTS transport in Lincolnshire.
How will we measure these actions are improving this outcome?			Target:
The percentage of children achieving at least the expected level in the Early Learning Goals in the prime areas of learning and in the specific areas of Literacy and Mathematics* (Good Level of Development) (bigger is better)			1 percentage point above National performance
The percentage gap in achievement between Lincolnshire FSM Pupils in Lincolnshire and National Non-FSM			2 percentage points better

pupils nationally for Good Level of Development* (smaller is better)	than National performance
Achievement of the national standard or above in combined Reading, Writing and Mathematics at Key Stage 2 (bigger is better)	In line with National performance
Primary Admission First Choice (bigger is better)	93.0%
Secondary Admission First Choice (bigger is better)	92.0%
Percentage of pupils in good or outstanding Schools (bigger is better)	90.0%
Percentage of schools judged to be good or outstanding (bigger is better)	92.0%
Percentage of schools judged to require improvement (smaller is better)	12.0%
Children making sufficient progress in Maths between Key Stage 1 and Key Stage 2 (bigger is better)	2 percentage points worse than National performance
Children making sufficient progress in Reading between Key Stage 1 and Key Stage 2 (bigger is better)	In line with National performance
Children making sufficient progress in Writing between Key Stage 1 and Key Stage 2 (bigger is better)	In line with National performance
Schools falling below Floor Standards at Key Stage 2 (smaller is better)	2 percentage points better than National performance
Achievement of the threshold in English and Maths at Key Stage 4* (bigger is better)	In line with National performance
Schools falling below Floor Standards at Key Stage 4 (smaller is better)	3 percentage points worse than National performance
Percentage of pupils achieving the English Baccalaureate at Key Stage 4 (bigger is better)	3 percentage points better than National performance
Progress 8 score at Key Stage 4 (bigger is better)	In line with National performance
Achievement Gap between pupils eligible for Free School Meals and their non-Eligible peers nationally (achieving national standard of 100 or above in Reading, Writing & Maths KS2) (smaller is better)	In line with National performance

Outcome 2: Young people thrive in provision which best meet their needs			
What will we do?	When?	Who will do it?	Are there any risks?
Introduce area collaborative Headteacher panels to ensure that vulnerable children are managed within the mainstream school settings whenever possible.	Phase in during 2017-18 beginning in term 1 with Grantham and Lincoln areas.	Service Manager Inclusion Pupil Reintegration Team	The rate of secondary exclusions doesn't reduce despite this additional investment. The strategy will not then deliver value for money. The strategy depends entirely on schools agreeing to buy into it. Selection is a complicating factor in Lincolnshire.
Strengthen the vocational offer for secondary schools by stimulating the vocational market and engaging a range of partners.	Go to market in January 2018. Secure contracts April 2018. Strengthen PRT to manage ready for go live in Sept 2018.	Service Manager Inclusion	The move towards a more complex alternative provision model which requires the local authority to secure and maintain sufficient places to meet demand rather than a single provider doing this work on the local authority's behalf.
How will we measure these actions are improving this outcome?			Target:
Rate of Fixed Term Exclusions (smaller is better)			3.20
Rate of Permanent Exclusions from school* (smaller is better)			0.14
Primary school persistent absence rate (smaller is better)			8.30%
Secondary school persistent absence rate (smaller is better)			12.90%

Outcome 3: To improve the outcomes of our most vulnerable children			
What will we do?	When?	Who will do it?	Are there any risks?
Develop a new SEND Joint Commissioning Framework 2018 – 2022.	In place by Jan 2018 – draft Nov 2017	Chief Commissioning Officer Service Manager SEND Service Manager Strategic Commissioning	The strategy cannot be developed because: <ul style="list-style-type: none"> • There are not enough people who want to be employed in this area of work. • There are not enough suppliers in the marketplace.

			<ul style="list-style-type: none"> The market is unable to meet the demand for services.
Remodelling of Special School provision in Lincolnshire based on the local provision of schools across the SEND spectrum.	Outline paper to CYP Scrutiny Committee December 2017.	Service Manager SEND	<p>The remodelling cannot be undertaken due to:</p> <ul style="list-style-type: none"> Lack of support for the change from key stakeholders such as parent/carers and SEND school providers. Lack of finance for capital investment required.
How will we measure these actions are improving this outcome?			Target:
Looked After Children persistent absence rate (smaller is better)			4.50%
Percentage of Looked After Children achieving A*-C GCSES in English and Maths (bigger is better)			18.0%
Percentage of Looked After Children with a Personal Education Plan (bigger is better)			98.0%
Percentage of education, health and care plans in statutory timescale (20 weeks) (bigger is better)			90.0%
The number of SEND children awaiting a school place (smaller is better)			TBC

*Indicates KPI within the Corporate Business Plan

9. Review Timetable

Action	From	To	Lead
Engage with strategic leads for interim progress monitoring	December 17	January 18	Children's Commissioning
Provide interim progress report to Children's DMT	February 18	February 18	Lead Officers Children's Commissioning
Update commissioning strategy following review	February 18	February 18	Lead Officers
Collate annual review progress monitoring	May 18	June 18	Children's Commissioning
Monitor progress of interdependent commissioning strategies and evaluate impact	May 18	June 18	Lead Officers Children's Commissioning
Draft Annual Commissioning Strategy Review Report to Children's DMT	July 18	July 18	Lead Officers Children's Commissioning
Annual Commissioning Strategy Review Report to C&YP Scrutiny Committee	September 18	September 18	DMT Lead Officer

10. Appendices

Appendix A

Performance Metrics

- Performance Data Overview
- Financial Data Overview



L&A Appendix A
Performance Metrics

Appendix B

Influential Overview

- National and Local Policy
- Stakeholder Engagement
- Marketplace



L&A Appendix B
Influential Overview

Appendix E - Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

- I. help decision makers fulfil their duties under the Equality Act 2010 and
- II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form

This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

****Please make sure you read the information below so that you understand what is required under the Equality Act 2010****

Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

Protected characteristics

The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by/or under the Act
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

Decision makers duty under the Act

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an Impact Analysis

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

The Lead Officer responsibility

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

Summary of findings

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” “Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

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Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background Information

Title of the policy / project / service being considered	Children and Young People Commissioning Strategies	Person / people completing analysis	Catherine Southcott
Service Area	Children's Services Strategic Commissioning Team	Lead Officer	Andrew McLean
Who is the decision maker?	Children's Services DMT	How was the Equality Impact Analysis undertaken?	v1.0 Initial version of EIA conducted as an internal review team workshop exercise
Date of meeting when decision will be made	08/09/2017	Version control	v1.1
Is this proposed change to an existing policy/service/project or is it new?	New	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Directly delivered
Describe the proposed change	<p>Legislation supporting Local Authorities and their Partners in delivering Children's Services currently sits within the Children Act 2004. This act requires Local Authorities to have in place local cooperative arrangements which facilitate agencies working together, with a focus on improving the lives of Children and Young People. The Children and Young People's Plan has long been established as a key mechanism to deliver this responsibility. Traditionally, the Plan includes content on the Lincolnshire population, high level statistics on attendance and achievements in Education, a brief overview on services available through Children's Centres, an overview of Social Care and Looked After Children, statistics and performance data and how services met the four identified outcomes of Healthy and Safe, Ready for School, Learn and Achieve and Ready for Adult Life. In Lincolnshire, there has been a Children and Young People's Plan embedded since 2010. The current iteration of this plan will shortly become outdated.</p> <p>We are reviewing the Children and Young People's Plan (2013-2016) with a view to implementing a revised approach through the development of four commissioning strategies for 2017-2020. The revised approach provides the opportunity for a unique platform to best communicate Children's Services strategic commissioning intentions; including elements such as; showcasing good practice, reflecting emerging strategic priorities, discussing market changes and other areas as deemed relevant through project scoping.</p>		

Desktop research has shown that many other areas have developed a Children and Young People's Commissioning Strategy. One of the fundamental changes to the Council is the transition to a Commissioning Authority. Integrated commissioning is a key part of the Change for Children agenda, through which the lives of children, families and young people can be improved. Commissioning was an important part of the November 2006 Local Government White Paper. There remains continued emphasis on commissioning as a core function of the local government, working with a range of different organisations, including public sector, voluntary and community organisations and the private sector in order to obtain better services for the public.

Creating Children and Young Peoples Commissioning Strategies for Lincolnshire will create a strategic platform to;

- Continue to be a creative and innovative organisation that puts children at the heart of our planning
- Supports solution focused ethos
- Enables Lincolnshire to have a consistent message and approach throughout all of our services and quadrants
- Identifies how the transition to a commissioning authority has been embedded into daily practice
- Critically assess what we commission now and what we want to commission in the future
- Utilise Signs of Safety ethos to benchmark Lincolnshire against our statutory neighbours to identify, what is working well, what are we worried about and what will we do next

Given the breadth of services within each of the four commissioning priorities for Children's Services, creating four separate strategies is a proportionate response to provide sufficient detail and content for each of the areas. Each strand includes narrative on;

- Performance information, including where possible;
 - comparative information from statutory neighbours, national and regional benchmarks
 - data across a 3 – 5 year period
 - data which shows good practice
 - data which highlights areas for improvement
 - data which shows performance of vulnerable groups, such as the Free School Meals cohort, Looked After Children and Care Leavers
- Finance information
- Stakeholder Engagement mechanisms
- Marketplace sufficiency, local availability and workforce sustainability
- Local and national policy/legislation
- Direction of travel over the next three years
- Action Plan – outlining what's working well, what isn't working well and what we are going to do about that

The Project Scope was taken to DMT on 5th July 16 to seek assurance and received agreement from the DMT Board. |

Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: <http://www.research-lincs.org.uk> If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles

You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the [Council's website](#). As of 1st April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.

Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state 'no positive impact'.

Age	The outcome of the plan could help shape services to improve outcomes for children & young people aged 0-19 and 0-25 for SEN&D by identifying the needs of C&YP, being aware of what is working well, understanding gaps in current provision and contributing towards resolutions to redress those gaps.
Disability	The outcome of the plan could help shape services to improve outcomes for children & young people with disabilities by identifying the needs of C&YP with a disability, being aware of what is working well, understanding gaps in current provision and contributing towards resolutions to redress those gaps.
Gender reassignment	No potential positive impacts currently identified.
Marriage and civil partnership	No potential positive impacts currently identified.
Pregnancy and maternity	Age (0-19, 0-25 for SEND) could help shape services to improve outcomes for C&YP through identifying the needs of C&YP who are pregnant, being aware of what is working well, understanding gaps in current provision and contributing towards resolutions to redress those gaps. The outcome of the plan could help shape services, for example, the Health Visiting Service, perinatal work and the commissioning of midwifery (via CCG's) as the findings of the plan should go on to form part of overall Commissioning Strategy..
Race	No potential positive impacts currently identified.
Religion or belief	No potential positive impacts currently identified.

Sex	No potential positive impacts currently identified.
Sexual orientation	No potential positive impacts currently identified.

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

The outcome of the plan could help shape services to improve outcomes for children & young people who are Looked After Children of the Council or who are identified as Care Leavers by identifying the needs of these young people, being aware of what is working well, understanding gaps in current provision and contributing towards resolutions to redress those gaps.

Adverse/negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.

If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state 'No mitigating action identified'.

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Age	No potential perceived adverse impacts currently identified
Disability	No potential perceived adverse impacts currently identified.
Gender reassignment	No potential perceived adverse impacts currently identified.
Marriage and civil partnership	No potential perceived adverse impacts currently identified.
Pregnancy and maternity	No potential perceived adverse impacts currently identified.

Race	No potential perceived adverse impacts currently identified.
Religion or belief	No potential perceived adverse impacts currently identified.
Sex	No potential perceived adverse impacts currently identified.
Sexual orientation	No potential perceived adverse impacts currently identified.

If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

The outcome of the review may indicate that some services offer minimal value in terms of improving outcomes or, services which offer poor value for money, could be at risk of decommissioning. Ultimately, this may affect the services which some children, young people or families receive as well as jobs and employment.

Stakeholders

Stakeholders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at consultation@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

Objective(s) of the EIA consultation/engagement activity

No specific consultation or engagement exercise was undertaken in the development of each strategy. Each strategy draws together a number of individual service areas, commissioned both in-house and through contracts with independent suppliers which in turn have their own mechanisms for engagement/consultation as appropriate. An overview of the outcomes of such engagement is considered within each strategy, however the views of certain internal stakeholders have been considered during the development of the strategies as follows:

Deep Dive Internal Meetings

- For each individual strand, deep dive meetings were held with a wide range of colleagues from across Children's Services including representatives from;
 - Children with Disabilities Team
 - Special Educational Needs Team
 - Regulated Services Team (fostering and adoption services)
 - Finance Team
 - Adults Services

- Public Health
- Lincolnshire Safeguarding Children's Board
- Senior Management Team
- Performance Teams

Questionnaires for Young People

An engagement activity with the People's Partnership who in turn invited their partners to take part in the process took place with children and young people across Lincolnshire from a variety of diverse backgrounds. Initially 11 organisations came forward offering to engage with the young people they work with, 7 of these organisations completed the process providing the consultation with 90 completed questionnaires.

The following organisations took part in the process:

Organisation	Group	Number of returned questionnaires
Blind Society	Guide Dog Group – Visually Impaired	4
Lincoln Centre for Grief & Loss	Individuals from Grief & Loss Counselling	12
Lincoln Toy Library	Early Years – Children aged 2-6 years	8
Every One	Young Carers	14
LCVYS – Escape Branston	Youth Club	12
LCVYS – Escape Washingborough	Youth Club	11
Princes Trust - LEAP	Talent Match	13
Princes Trust – Boston College	Traineeships	3
Lincolnshire Sports Partnership	School Sports Participants	12
Misc.	Individual	1

Due to the wide selection of organisations taking part in the process, responses were received from parents of children as young as 2 through to young adults, some of whom have struggled in their later teen years to access basic commodities such as housing – this subsequently gave a very varied response to the questions. Despite the large scope of responders there were some strong trends emerging in various aspects of the consultation.

Views of the Voluntary Sector Forum (VSF)

As part of the development of the strategies, the local Voluntary and Community Sector were invited to attend a stakeholder engagement event. The purpose of the event was to gather the views and feedback of the marketplace in relation to the local delivery of services for children and young people. The event was held in conjunction with the Provider of the Lincolnshire Voluntary and Community Sector Forum, a commissioned service dedicated to growing and improving the local children's services marketplace. The event was attended by 32 individuals across 17 organisations and held at a local not-for-profit function room that supports young homeless people. The views of the marketplace were sought on each of the four strategy areas.

Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic

<p>Age</p>	<p>No specific consultation or engagement exercise was undertaken in the development of each strategy. Each strategy draws together a number of individual service areas, commissioned both in-house and through contracts with independent suppliers which in turn have their own mechanisms for engagement/consultation as appropriate. An overview of the outcomes of such engagement is considered within each strategy, however the views of certain internal stakeholders have been considered during the development of the strategies, including:</p> <ul style="list-style-type: none"> • Children with Disabilities Team • Special Educational Needs Team • Regulated Services Team (fostering and adoption services) • Finance Team • Adults Services • Public Health • Lincolnshire Safeguarding Children's Board • Senior Management Team • Performance Teams <p>In addition the views of the People’s Partnership and Voluntary Sector Forum were also considered.</p> <p>There were no specific findings directly affecting this protected characteristic.</p>
<p>Disability</p>	<p>As above.</p>
<p>Gender reassignment</p>	<p>As above.</p>

Marriage and civil partnership	As above.
Pregnancy and maternity	As above.
Race	As above.
Religion or belief	As above.
Sex	As above.
Sexual orientation	As above.
<p>Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way?</p> <p>The purpose is to make sure you have got the perspective of all the protected characteristics.</p>	Yes
<p>Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?</p>	A key element of each strategy is a timetable of review to monitor progress against key actions and priorities which will be reported through strategic and political committees.

Further Details

Are you handling personal data?	No
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Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	To monitor progress against key actions and priorities which will be reported through strategic and political committees.	Safe & Healthy – Janice Spencer Readiness for Adult Life – Jo Kavanagh Readiness for School – Sally Savage Learn & Achieve – Heather Sandy	31/07/2018
Signed off by		Date	

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Open Report on behalf of Debbie Barnes, Executive Director of Children's Services

Report to:	Children and Young People Scrutiny Committee
Date:	08 September 2017
Subject:	Partners in Practice Programme

Summary:
 This report provides the Committee with an overview of Lincolnshire's Partners in Practice Programme.

Actions Required:
 The Children and Young People Scrutiny Committee is asked to endorse and comment on the proposals.

1. Background

Partners in Practice Overview

Under the Department for Education (DfE) reform programme the Putting Children First document (published July 2016) set out the three fundamental pillars of reform:

People and Leadership	Practice and Systems	Governance and Accountability
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To achieve the desired outcomes set out under each pillar the DfE has established a Partners in Practice (PiP) programme that brings together the country's eight leading authorities, Lincolnshire being one. The DfE together with the PiP authorities will work together to achieve the following:

- Understand how the PiP authorities got to 'good'
- Establish how to go from 'good' to 'outstanding'
- Boost sector led improvement
- Investigate the most difficult practice questions facing the children's social care system

Putting Children First, is at the heart of our work in Lincolnshire, Working Together with Families to Enhance Children's Present and Future Lives. It explains the way Lincolnshire Children's Services works, with children being put first to not only make their current situation better, but to also shape their future; and the importance of doing this 'with' families and not 'to' them.

- **Children, Young People and Families in Lincolnshire will be:**
 - Helped to make changes for themselves
 - Seen as a positive solution to the challenges they face
 - Able to get the right service at the right time
 - Understood as a whole family

- **Supported by an integrated Children's Services workforce that:**
 - Uses evidence informed practice
 - Understands and applies Relationship Based Practice
 - Is Restorative in approach
 - Is well trained and supported

- **Enabled and equipped by:**
 - Clear governance that puts children and families at the heart of how we plan and deliver support for them
 - Using Signs of Safety methodology that builds on families' strengths.

Programme Overview

For many years now, Lincolnshire Children's Services has consistently achieved 'good' or 'outstanding' Ofsted judgements.

In Lincolnshire, the foundation of good children's social care is exceptional early help arrangements, as effective safeguarding occurs within a system of commitment by all agencies, which have a role and responsibility to safeguard and promote the welfare of children and young people.

The Partners in Practice (PIP) programme will improve practice in Lincolnshire and other Children's Services, transforming the quality of children's social care services and early help arrangements, and support the reform of the wider system; putting practice excellence and achieving more for the children we serve at its heart.

Lincolnshire has a proven track record of continuous improvement and good performance, and the vision is to improve Children's Services in Lincolnshire and elsewhere.

The PiP programme is scheduled to run until 31st March 2020 and is made up of three workstreams that align directly to the three fundamental pillars of the DfE reforms. The eight individual projects sit below the overarching workstreams, that once implemented will deliver the desired outcomes and positive impacts. Each project has a project manager and a senior manager lead as set out below.

		Project	Project Manager	Senior Manager Lead
Workstream	1	Signs of Safety	Danielle Marshall	Roz Cordy
	1	Early Help/Social care interface	Nicky Myers	Damian Elcock
	1	Risky Behaviours	Nicky Myers	Jo Kavanagh
	1	Caring2Learn	Vacant	Kieran Barnes/John Harris
	1	Youth Justice	TBC	Andy Cook
	2	Alternative organisational model	Tara Jones	Debbie Barnes
	3	Assessment & Accreditation	Samantha Clayton	Tara Jones
	3	Improvement Offer	Tara Jones	Debbie Barnes

Workstream 1

Practice and systems – creating the right environment for excellent practice and innovation to flourish, reducing bureaucracy, whilst creating a culture which prioritises excellent practice, based around the principles of innovation and excellence. Whilst the power to innovate to test where legislation and regulations might be getting in the way of excellent practice was removed from the Children and Families Bill, PiP's did get the flexibility to propose changes from statutory guidance.

Project 1

Signs of Safety is well embedded in Lincolnshire but the constraints of Working Together and Ofsted means that it currently has to be shoe-horned into other existing policy and practice, which leads to extensive duplication. We will redesign Social Work Policy, Procedure and Practice to place Signs of Safety at the heart of all that we do, and remove this duplication. The project will aim to:

- Review and revise Child in Need process
- New Social Care Assessment process and documents
- New published 'Meeting the Needs' document
- Conferences and LAC (Looked After Children) reviews to be creative in how the model is applied, working with families and children to facilitate change
- Training for Foster Carers in the approach

Project 2

The interface between Early Help and Social Care is not fluid enough and does not lend itself to Relationship Based Practice, and continuity of relationships and trust for children and families. The project will set out to implement a culture change, with respect, reciprocity, appreciative enquiry and reflective practice at the core that will improve the interface between Early Help and Social Care. Social Workers and Early Help workers through working better together and sharing risk, will help to ensure continuous trusting relationships with children, young people and families are maintained, improving support and outcomes. At the heart of our approach will be the Signs of Safety methodology.

The project will also look at the role of the Lead Professional, to determine how this role can be supported to ensure more consistency throughout the child, young person or family's journey at times when families require statutory intervention.

Project 3

This will build on the Research in Practice (RiP) 7 principles. RiP brings together research and practitioner expertise to build the sector's capacity for evidence informed practice. RiP has developed seven service and practice principles to improve LA's responses to adolescent risk. This project will explore how to best intervene and support young people who are engaging in risky behaviours to effectively enact change outside of child protection arrangements. This will involve developing an evidence based practice framework of what works, based on the RiP research, and creating a local system together with partner agencies that effectively safeguards a young person, recognises adolescent development and is based on relationship based practice. The project will aim to:

- reduce the need for statutory intervention in families' lives' enabling more young people to be supported through a multi-agency relationship based approach.
- improve the experience that families receive through a consistent approach.
- increase efficiencies by introducing a skills mix into the sector.
- identify potential siblings risk taking behaviour early, with early intervention where risk taking behaviours have been an issue in families/sibling.
- identify and understand the triggers early, which lead to the individuals risk taking behaviour.
- embed a strengths based approach, recognising particular characteristics of adolescents, and managing the risks effectively with the individual and their family.

This will be delivered within the context of the Signs of Safety Methodology.

Project 4

We want to create an innovative and sustainable multi-disciplinary approach to improving academic outcomes, progress, life choices and opportunities for all Lincolnshire children in care; and on the edge of care. This will be done through the development and implementation of a clearly defined strategy that will support schools to be able to nurture and promote attachment, ensure looked after children achieve better than expected progress whilst in care; and support foster carers to give children a thirst for learning so that education is cherished and encouraged. We aim to:

- upskill our Foster Carer workforce in order to help them better support Children and Young People in Care, to improve educational outcomes
- improve the learning outcomes for all Lincolnshire looked after children (a looked after child sometimes referred to as LAC, is a child who is accommodated by the local authority, a child who is the subject of an interim care order, full care order or emergency protection order; or who is remanded by a court into local authority accommodation), through improved home-school links, and create learning communities in which our children feel safe and believe they belong

- improve emotional stability as indicated through improved Strengths and Difficulties Questionnaire (SDQ) scores for Lincolnshire LAC. (The SDQ is a brief emotional and behavioural screening questionnaire for children, their parents/carers and teachers. The questionnaire can be used for clinical assessment, evaluation of outcomes, research and screening).
- have fewer Post-16 LAC in Lincolnshire who are classed as 'NEET' (Not in Education, Employment, or Training) and build upon improving aspiration and self-esteem through forging strong home-school relationships
- encourage active participation in learning and improving the attendance of Lincolnshire LAC
- reduce the number of fixed-term and permanent exclusions of Lincolnshire LAC, by creating more effective learning environments which meet the unique needs of Children in Care
- reduce the need for statutory intervention in families lives, enabling more young people to be supported through a multi-agency relationship based approach
- improve the experience that families receive through a consistent approach
- increase efficiencies by introducing a skills mix into the sector
- identify potential siblings risk taking behaviour early, with early intervention where risk taking behaviours have been an issue in families/siblings
- identify and understand the triggers early, which lead to the individuals risk taking behaviour.
- embed a strengths based approach, recognising particular characteristics of adolescents and managing the risks effectively with the individual and their family.

Project 5

The project will achieve integration of the Youth Offending Service within the wider Children Services. In doing so, it will promote a cohesive and comprehensive support structure for young people to mitigate their risk of further offending and maximise their opportunities to achieve positive outcomes.

By integrating the youth justice staff and delivery model into wider children's services, it will enable a relationship based whole family approach wherever possible. We aim to:

- drive the full integration of youth justice practice within the existing Children Service's locality delivery model
- formulate a governance structure that reflects and encapsulates the widest needs of children and young people
- reduce the criminalisation of looked after children
- embed Signs of Safety (SoS) within youth justice practice
- reduce the potential for children and young people to formally enter the justice system, through the creation of out of court decision making panels
- enhance practice through the development of new holistic assessment tools, which fully reflect children and young people's needs
- work with partners to trial the development of 'problem solving courts' for children and young people.

- develop effective group work interventions to support prevention and diversion
- create efficiency and avoid duplication by examining key roles and functions currently undertaken
- enhance the management of adolescents engaged in risk taking behaviour (aligned to PiP aspiration)
- create a coherent and efficient approach to the management of children with both Youth Justice and Children's Services
- promote a desistance based approach to addressing youth crime, through the development of positive activities through a comprehensive Youth Hub offer

Workstream 2

Governance and accountability – exploring innovative new organisational models with the potential to radically improve services.

Project 6

This project is currently on hold.

Workstream 3

People and leadership – bringing the best people into the profession, and giving them the right knowledge and skills for the incredibly challenging but hugely rewarding work we expect them to do, and developing leaders equipped to nurture practice excellence.

Project 7

The Government has committed to roll out a new national assessment and accreditation system by 2020. The introduction of the National Assessment and Accreditation System (NAAS) will provide, for the first time, a consistent way of providing assurance that effectively assesses social workers knowledge and skills.

We will implement the assessment and accreditation programme for Social Workers which will provide a national, practice focused, career pathway based on the highest levels of skill and knowledge.

Phase one of the NAAS roll out will involve local authorities that are 'Partners in Practice' piloting the assessment and accreditation system along with a group of volunteer local authorities. This will help the Department for Education shape delivery and pioneer the assessment with their workforces. It will also give an understanding of the impact of assessment and accreditation on the workforce and the ability of employers to manage the implications for their staff.

The project will ensure that refresher training, coaching and mentoring and the opportunity to attend masterclasses is available for qualified social workers in a variety of topics in relation to, but not limited to, those covered in the knowledge and skills statements. This will help ensure that the relevant level of knowledge and skill is achieved. The project sets out to deliver the training element between April

and November 2017, with assessment and accreditation beginning in January 2018.

Project 8

We welcome collaboration being a key part of improvement where good Children's Services work with other Children's Services to provide high-quality diagnosis of what is needed for improvement, with advice, guidance and monitoring as well as training and development to the workforce to drive effectiveness.

Through the Association of Directors of Children's Services (ADCS) regional groups, all Local Authorities (LAs) have had the opportunity to engage in Sector Led Improvement (SLI) support (most commonly based on existing relationships). SLI is the approach to improvement put in place by local authorities and the Local Government Association (LGA) alongside the abolition of the previous national performance framework. There are elements of commonality in existing regional SLI offers such as peer reviews based on LA self-assessments but structures and arrangements do still vary. As a Partner in Practice authority, part of this project is being an improvement partner to authorities in intervention.

To improve already established regional SLI arrangements, an ADCS Task and Finish Group has been established to articulate the construction of regional improvement alliances (a collaboration of LA's who work together to provide a robust improvement offer) this will build on existing approaches, and offer a consistent national framework which the Department for Education and Ofsted can use to facilitate and quality assure improvement. To do this, learning will be taken from the formation of teaching schools and teaching school alliances. Once established, regional improvement alliances will help to facilitate improvement within the region, and promote a self-improving system. They will:

- serve as the primary means by which the sector will address the early identification/prevention of concerns before they reach crisis point
- build and share best practice
- contribute to an evidenced based model for improvement
- create the conditions for a learning system which unites all stakeholders from regulation to delivery in a robust and collective approach to improvement

As a Partner in Practice authority, Lincolnshire will lead on the development of an East Midlands Regional Improvement alliance in addition to our formal intervention work with other Councils.

Governance Arrangements

The Programme management office provides project management support to the whole programme. The programme reports directly to the Children's Services Transformation Board Transform. Each PiP programme is partnered with a DfE advisor and project evaluation partner. Independent evaluation is an essential part of the Partners in Practice programme, as it enables the DfE to have a robust mechanism for measuring the impact of the projects and the conditions required for

change. It will also enable the Department to share insights and learning with the sector, for example through the new What Works Centre.

The Partners in Practice programme will be evaluated alongside the Innovation Programme Round Two. Opcit Research UK has been contracted by the Department for Education to co-ordinate the independent evaluation process across the Innovation Programme and Partners in Practice from 2017-19.

2. Conclusion

The project plan for the 4 year programmes is continuing to be developed. Project briefs have been signed off by the Transformation Board, with all Business cases, stakeholder engagement plans to be finalised and signed off by the Transformation Board on the 25th September 2017.

Monies have been agreed by the Department for Education (DfE), amount and regularity of payments has been confirmed. The Money will be transferred via a Section 31 grant.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Individual Risks and Issues Logs are being developed for each project.

There is an overall programme risk and issue log that is monitored by the Programme Board.

b) Risks and Impact Analysis

The Equality Impact Analysis (EIA) is in progress.

4. Background Papers

Document title	Where the document can be viewed
Putting Children First	https://www.gov.uk/government/publications/putting-children-first-our-vision-for-childrens-social-care
That Difficult Age - RiP Seven Principles	https://www.rip.org.uk/news-and-views/latest-news/evidence-scope-risks-in-adolescence/

This report was written by Tara Jones, who can be contacted on 01522 552686 or tara.jones@lincolnshire.gov.uk.

Open Report on behalf of Debbie Barnes, Executive Director of Children's Services

Report to:	Children and Young People Scrutiny Committee
Date:	08 September 2017
Subject:	Corporate Parenting Sub Group Update

Summary:

The work of the Corporate Parenting Sub Group (formerly the Corporate Parenting Panel) remains critical in promoting life chances and opportunities for vulnerable children, looked after children and care leavers. Members act as champions on behalf of these groups of children and young people. The Sub Group meets on a quarterly basis and includes representatives from looked after children and foster carers.

Through the presentation of reports, performance information, and Visiting Members responsibilities, the Sub Group scrutinise that the arrangements for the safety and welfare of looked after children and care leavers are in accordance with what every good parent would want for their own child.

It is agreed that the minutes of the Corporate Parenting Sub Group be presented to the Children and Young People Scrutiny Committee, and attached are the draft minutes of the meeting held on 6 July 2017.

Actions Required:

The Children and Young People Scrutiny Committee is asked to support the work of the Corporate Parenting Sub Group and to consider the matters raised and addressed.

1. Background

The Sub Group meets quarterly and is continually evolving and is very proactive in seeking information to inform Members about the quality of services provided by the Local Authority and partner agencies, as is evidenced in the recording of the minutes.

2. Conclusion

The ongoing scrutiny process looking at how well we meet our respective responsibilities and the different aspects of a child and young person's needs is pivotal to the work of the Corporate Parenting Sub Group. The attached draft minutes provide an account of the work undertaken since the previous meeting held on 16 March 2017.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Corporate Parenting Sub Group Draft Minutes 6 July 2017

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Yvonne Shearwood, Service Manager Regulated Services, who can be contacted on 01522 554849 or yvonne.shearwood@lincolnshire.gov.uk.

**CORPORATE PARENTING SUB
 GROUP
 6 JULY 2017**

PRESENT: COUNCILLOR D BRAILSFORD (CHAIRMAN)

Lincolnshire County Council: Councillors Mrs C L Perraton-Williams (Vice-Chairman), Mrs K Cook, S R Dodds and R L Foulkes.

Added Members: Jean Burbidge (Lincolnshire Community Health Services), Polly Coombes (Foster Carer) and Ann Wright (Foster Carer).

Officers in attendance:-

Rosemary Akrill (Senior Commissioning Officer), Michelle Andrews (Service Manager Early Years and Childcare Support), Kieran Barnes (Virtual Head Teacher), Cheryl Hall (Democratic Services Officer), John Harris (Children's Service Manager - Regulated - North and Fostering), Samantha Harrison (Senior Performance Officer), John Herbert (Youth Development Practice Supervisor), Caroline Jackson (Commissioning Manager – Performance Services), Tracy Johnson (Senior Scrutiny Officer), Kerry Mitchell (Assistant Director Barnardo's (Lincolnshire)) and Mark Rainey (Commissioning Manager – Commercial).

1 ELECTION OF CHAIRMAN

RESOLVED

That Councillor D Brailsford be elected as Chairman of the Corporate Parenting Sub-Group for 2017/18.

COUNCILLOR D BRAILSFORD IN THE CHAIR

2 ELECTION OF VICE-CHAIRMAN

RESOLVED

That Councillor Mrs C L Perraton-Williams be elected as Vice-Chairman of the Corporate Parenting Sub-Group for 2017/18.

3 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

The Chairman welcomed everyone to the meeting.

Apologies for absence were received from Councillor Mrs W Bowkett, Annie Fletcher (Children's Service Manager – Lincolnshire Services), Ildiko Kiss (Regulation 43 Visitor), Amanda Newman (Lincolnshire Partnership NHS Foundation Trust), Yvonne

2
CORPORATE PARENTING SUB GROUP
6 JULY 2017

Shearwood (Children's Service Manager – Regulated – South and Adoption) and Janice Spencer (Assistant Director Children's Safeguarding).

4 **DECLARATIONS OF MEMBERS' INTEREST**

There were no declarations of interests at this point in the meeting.

5 **MINUTES OF THE MEETING OF THE CORPORATE PARENTING PANEL HELD ON 16 MARCH 2017**

RESOLVED

That the minutes of the meeting held on 16 March 2017 be approved and signed by the Chairman as a correct record.

6 **PUTTING CORPORATE PARENTING INTO PRACTICE**

The Sub-Group received a presentation from John Harris (Children's Service Manager – Regulated – North and Fostering) which provided an overview of why children come into care and the role of the Corporate Parent.

NOTE: At this point in the proceedings, Councillor S R Dodds entered the meeting.

The presentation slides covered the following areas: -

- Regulated services;
- Children's Homes;
- Ofsted;
- Looked After Children;
- Placements;
- Fostering and adoption teams;
- Panel Advisor;
- Role and requirements of Visiting Members;
- Secure Unit;
- Challenges facing Looked After Children;
- The Role of Corporate Parents;
- Corporate Parents: Children and Young People's Perspective; and
- Lincolnshire Corporate Parenting Outcomes.

The Sub-Group was provided with an opportunity to ask questions throughout the presentation, where the following points were noted: -

- It was advised that all looked after children would have a care plan in place;
- The last Ofsted inspection of Lincolnshire was held in October 2014 and reported in January 2015. Lincolnshire was found to be Good overall, with Outstanding for Adoption. All care homes were good or outstanding in Lincolnshire;

- Children could become looked after through two primary routes provided for in the Children Act 1989: Section 20, parents had requested looked after status; and Section 31, Court Order for child to have Looked After Child status. However, it was emphasised that although the authority would not have the same legal responsibility for Section 20 children, they would still come under the corporate parenting support at the County Council;
- As of 12 June 2017 there were 684 children looked after. It was noted that the placement types varied and included: in-house foster placements; friend and family carers; in-house residential placement; secure accommodation; out of county placement; and independent foster placement;
- There had been a steady increase in the number of Looked After Children over the last two years in Lincolnshire. The reasons for the increase were not clear; however possible reasons for this increase were discussed. It was noted that nationally the number of 14, 15 and 16 year olds entering care was on the increase;
- Members were invited to observe meetings of the Fostering and Adoption Panels;
- It was recognised that it was not always suitable for a child to be placed within their extended family unit. Further to this, the Sub-Group was advised that recent changes in legislation had brought in changes so that the relationship of kinship or 'connected person' had to be much more explicit;
- The impact of placements into Lincolnshire from other authorities should be considered by the Sub-Group; and
- It was suggested that a governor at each school was designated with oversight for safeguarding. Concerns were raised regarding the misuse of social media for bullying and child sexual exploitation and the potential increased risk for looked after children.

RESOLVED

That the presented slides be emailed to Members of the Corporate Parenting Sub-Group.

7 LOOKED AFTER CHILDREN PLACEMENTS

The Sub-Group received a presentation from Rosemary Akrill (Senior Commissioning Officer) and Mark Rainey (Commissioning Manager – Commercial), which provided an overview of the types of Looked After Children Placements. The presentation slides covered the following areas: -

- Placement types;
- Fostering;
- Residential Children's Homes;
- Supported Lodgings/ Supported Accommodation;
- Summary; and
- Sufficiency Strategy.

CORPORATE PARENTING SUB GROUP**6 JULY 2017**

The Sub-Group was provided with an opportunity to ask questions throughout the presentation, where the following points were noted: -

- Under Section 22 of the Children Act 1989, the Council was required to produce a Sufficiency Strategy. The current strategy was due a refresh and would be presented to a future meeting of the Sub-Group. A Big Conversation meeting was scheduled to be held on 25 October 2017 at 2.00 pm to discuss the refresh with children and young people. Volunteers from the Sub-Group were sought to assist with the development of the refresh via a working group. Councillors S R Dodds and R L Foulkes volunteered to take part in the working group. It was requested that Members advised the Senior Scrutiny Officer via email, should they wish to sit on the working group. It was suggested that children and young people should also be engaged in this refresh via Voices for Choices (V4C);
- A discussion took place regarding mother and baby placements.

RESOLVED

- (1) That the presented slides be emailed to Members of the Corporate Parenting Sub-Group.
- (2) That a working group be established to consider the refresh of the Sufficiency Strategy consisting of Councillors S R Dodds and R L Foulkes.

8 VOICES FOR CHOICES (V4C) THE LOOKED AFTER CHILDREN COUNCIL

The Sub-Group received a presentation from John Herbert (Youth Development Practice Supervisor), which provided an overview of Voices for Choices (V4C). The presentation slides covered the following areas: -

- Voices for Choices (V4C);
- V4C aims;
- V4C and Big Conversations;
- Big Conversation projects;
- Lincolnshire Care Pledge; and
- FAB! Awards – July 2017.

The Sub-Group was provided with an opportunity to ask questions throughout the presentation, where the following points were noted: -

- It was agreed that a link to the *Coming into Care* mobile application would be sent to Members of the Sub-Group. Members were assured that this was not available through 'App Stores' for safeguarding reasons;
- FAB! Awards were held on an annual basis, with a different theme each year. Members were advised that young people decided on the theme for the awards. Positive feedback was received from those who had attended this year's awards;

- Members were encouraged to attend local V4C meetings; Big Conversations; and support and visit the FAB! Awards;
- Foster Carers were welcome to attend local V4C meetings and any general feedback on V4C would also be welcome. Further to this, the Senior Scrutiny Officer advised that she would email dates to Members and seek volunteers from the Sub-Group to attend each meeting; and
- It was highlighted that there was a need for a voice for foster carers and it was suggested that something similar to V4C was established for foster carers. It was noted that this could further encourage children and young people to engage with the V4C if they could see their foster carer also engaging in something similar. It was agreed that the Youth Development Practice Supervisor and the Virtual Head Teacher would take this suggestion forward.

RESOLVED

That the presented slides be emailed to Members of the Corporate Parenting Sub-Group.

NOTE: At this point in the meeting, Councillor Mrs C L Perraton-Williams left for the remainder of the proceedings.

9 ROLE OF THE VIRTUAL SCHOOL

The Sub-Group received a presentation from Kieran Barnes (Virtual Head Teacher), which provided an overview of the Virtual School. The presentation slides covered the following areas: -

- Promoting the educational achievement and progress of Looked After Children - Key Points;
- Looked After Children Lincolnshire Figures;
- Looked After Children Diversity of Care Experiences;
- High Level Responsibilities;
- Working with others;
- Supporting Schools;
- Pupil premium.

The Sub-Group was provided with an opportunity to ask questions throughout the presentation, where the following points were noted: -

- It was noted that all Looked After Children had a Personal Education Plan (PEP), which was part of the child's care plan or detention placement plan. Further to this, it was noted that PEPs were now electronic, rather than paper based. This had had a positive impact on all parties;
- The Virtual School had responsibility for placing looked after children into good or outstanding schools. Members were advised that all schools were supportive of the Virtual School and actively engaged with the team;
- The Virtual School team also provided information and guidance for looked after children placed from other authorities. However, the Lincolnshire Virtual

School team would not have responsibility for those children, as this remained with the placing authority;

- Looked after children was one of the groups of pupils that attracted pupil premium funding. The County Council received a pupil premium grant allocation based on the number of children looked after for at least one day and aged 4 to 15 at 31 August;
- The Virtual School would be able to support post-16 looked after children in accessing sixth form, should any support in accessing a sixth form be required; and
- The Caring to Learn Project was aiming to rationalise the number of assessments, to lessen the burden on young people. An example was cited where all of the assessments could be completed on the same morning/afternoon.

RESOLVED

That the presented slides be emailed to Members of the Corporate Parenting Sub-Group.

10 LOOKED AFTER CHILDREN PERFORMANCE MEASURES

The Sub-Group received a presentation from Caroline Jackson (Commissioning Manager – Performance Services) and Samantha Harrison (Senior Performance Officer), which provided an overview of performance indicators relating to Looked After Children. The presentation slides covered the following areas: -

- Outline of the performance measures reported to Corporate Parenting Sub Group;
- Format of the report;
- key issues.

Tabled at the meeting was the latest performance report for Quarter Four, along with a list of the key measures covering Looked After Children.

The Sub-Group was provided with an opportunity to ask questions throughout the presentation, where the following points were noted: -

- Concerns were raised regarding the measure for the percentage of Looked After Children achieving A*- C GCSEs in English and Maths and how it was compared against those children not in care. In response, the Sub-Group was advised that all local authorities were measured on attainment for all children, and this measure was a sub-set of that information. It was also noted that the access requirements for certain post-GCSE courses was to achieve a set number of A* - C, it was important to understand the attainment of looked after children for this purpose; and
- It was queried why the measure on the number of Looked After Children per 10,000 under 18s was a relevant measure. In response, the Sub-Group was advised that this was a national measure and it was important to be able to

compare this measure to other local authorities and understand how the County Council measured against it.

RESOLVED

That the presented slides be emailed to Members of the Corporate Parenting Sub-Group.

11 CORPORATE PARENTING SUB-GROUP WORK PROGRAMME 2017

Consideration was given to a report by Tracy Johnson (Senior Scrutiny Officer), which invited the Corporate Parenting Sub-Group to discuss and agree its work programme for 2017.

It was noted that quarterly performance reports would be added to the work programme for future meetings.

The Sub-Group was advised that proposed meeting dates for 2018 would be presented to the meeting on 21 September 2017, for consideration and approval.

RESOLVED

That the Corporate Parenting Sub-Group's work programme for 2017 be approved.

The meeting closed at 1.04 pm.

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Open Report on behalf of Debbie Barnes, Executive Director of Children's Services

Report to:	Children and Young People Scrutiny Committee
Date:	08 September 2017
Subject:	Performance - Quarter 1 2017/18

Summary:

The accompanying appendices to this report provide key performance information for Quarter 1 2017/18 that is relevant to the work of the Children and Young People Scrutiny Committee.

Actions Required:

The Committee is invited to consider and comment on the performance information contained in the appendices of this report and recommend any actions or changes to the Executive Councillor for Adult Care, Health and Children's Services.

1. Background

Performance Indicators

Appendix A provides a full and detailed report that covers only the Council Business Plan indicators used by Children's Services.

Complaints and compliments

Appendix B covers complaints and compliments received in relation to Children's Services.

Status of schools

Appendix C gives an overview of the Ofsted status of schools in Lincolnshire, including specific details of schools judged to be inadequate.

Performance Monitoring of Contracts

Appendix D (Exempt) gives an overview of the performance management of contracts.

2. Conclusion

This report summarises the Quarter 1 performance for Children and Young People, and the Children and Young People Scrutiny Committee is asked to raise any questions on the content of the report.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Council Business Plan Measures
Appendix B	Complaint and compliments report
Appendix C	Ofsted school status report
Appendix D	Performance Monitoring of Contracts - Exempt

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Sally Savage, who can be contacted on 01522 553204 or sally.savage@lincolnshire.gov.uk.



Communities are safe and protected

Reduce the number of young people committing a crime

Juvenile first time offenders

The First Time Entrant (FTE) measure is a rate per 100,000 of 10-17 population in Lincolnshire. However, for this purpose we are reporting the actual number of young people, rather than the rate. Data is reported with a 6 month lag and a rolling 12 month period, for example July 2016 - June 2017 data is reported in Q3 2017/2018.

The number of young people entering the criminal justice system for the first time is mostly controlled by external influences such as Police policies.

A lower number of young people entering the criminal justice system for the first time indicates a better performance.



Not achieved

268

First time offenders

January 2016 to December 2016

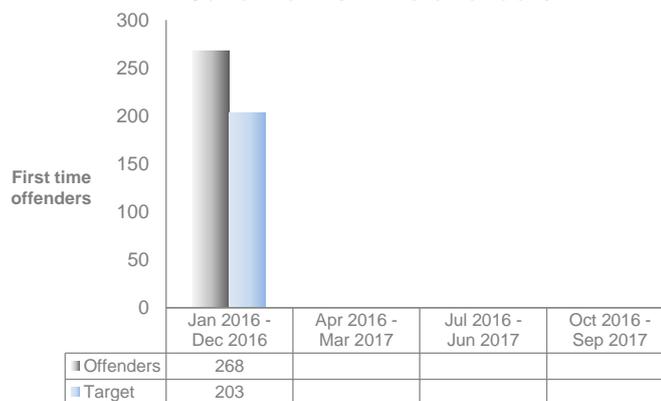


203

First time offenders

Target for December 2016

Juvenile first time offenders

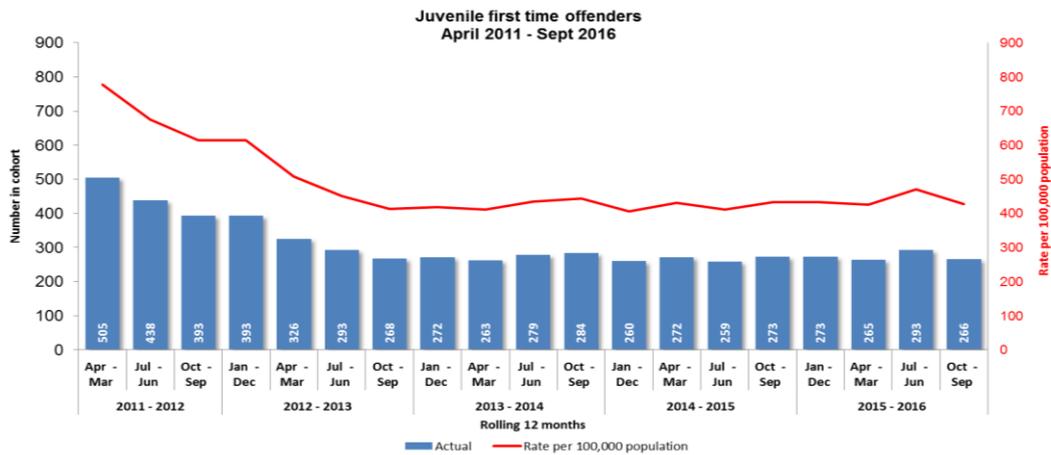


About the latest performance

The most recent published FTE (first time entrants) figure for Lincolnshire is 268 actual young people for the period of January 2016 to December 2016. This is higher than the target figure of 203, but a reduction on previous numbers (see further details). The number of young people entering the criminal justice system for the first time is mostly controlled by external influences, e.g. Police policies, and therefore it is difficult to predict future performance. However, there are no expectations that this figure is likely to rise sharply in the near future. The figure of 268, when expressed as a rate per 100,000, 10 to 17 year old population is 431, which is higher than the local Midlands region of 357, however the National average is 327.

In July we launched a new diversionary project in Lincolnshire in conjunction with Lincolnshire Police. This, through joint co-operation between both Services, will divert young people that offend at a low level, through local panels that will try to prevent those young people from getting a criminal record. What we should see will be a more effective restorative justice process, instead of giving the young person a criminal record that will unfairly affect their future life chances. This also should therefore help reduce the numbers of first time entrants.

Further details



About the target

Our target is based on the average performance of Youth Offending Services within the Midlands Youth Justice Board region. The target is set by Lincolnshire County Council, the Youth Justice Board monitor and challenge progress.

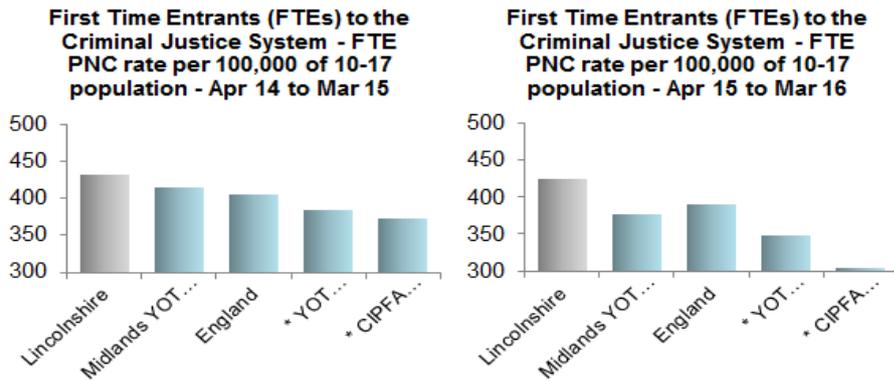
About the target range

Target ranges are difficult to define as external factors can have a major influence on the numbers of young people entering the criminal justice system for the first time, for example arrests made by the Police and decisions whether to prosecute or not. It has been agreed that +/-20 First Time Entrants is a reasonable target range.

About benchmarking

Data from the Ministry of Justice is used to benchmark First Time Entrant per 100,000 population. The Youth Offending Team (YOT) comparators in this instance are Cambridgeshire, Cornwall, Devon, Gloucestershire, Leicestershire, Norfolk, North Yorkshire, Somerset, and West Mercia.
 NOTE: The original analysis used in calculating the YOT families (based on socio-economic factors) is now around 10 years old. In that time, the demographics and socio-economic factors of the local areas will have changed. Therefore, it is advised caution be used when using these YOTs families.

Lincolnshire County Council provides performance reports to the Chartered Institute of Public Finance and Accountancy (CIPFA) which facilitates benchmarking services to enable performance to be monitored against other local authorities. We benchmark against other Local Authorities within our CIPFA Group of 16 authorities. The CIPFA comparators in this instance are Cumbria, Derbyshire, Gloucestershire, Norfolk, Nottinghamshire, Somerset, Staffordshire, Suffolk, and Warwickshire.
 NOTE: The comparators are taken from the CIPFA website and use the default options for selecting Councils similar to Lincolnshire.



Juvenile First Time Offenders	Apr 14 - Mar 15		Apr 15 - Mar 16	
	Number	Rate	Number	Rate
Lincolnshire	272	431	265	426
Midlands YOT Region	3961	415	3583	377
England	19815	405	19154	392
* YOT Comparators	2266	384	2062	349
* CIPFA Comparators	2027	373	1644	306



Communities are safe and protected

Reduce the number of young people committing a crime

Juvenile re-offending

The number of young people aged 10 to 17 who commit a proven offence in a rolling 12 month period following previous involvement with Lincolnshire Youth Offending Service. Also reported is the cohort size of all offenders in the period. Data is reported quarterly with a 2 year lag so for example January 2015-December 2015 will be reported in Q3 2017/18.

A lower percentage of juvenile reoffending indicates a better performance.



Achieved

32.6

%

July 2014 to June 2015

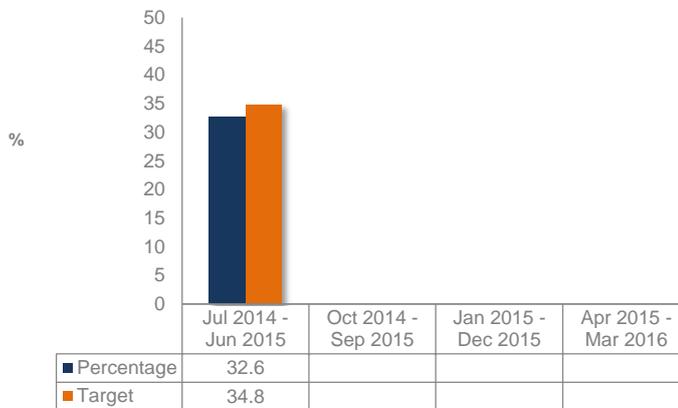


34.8

%

Target for June 2015

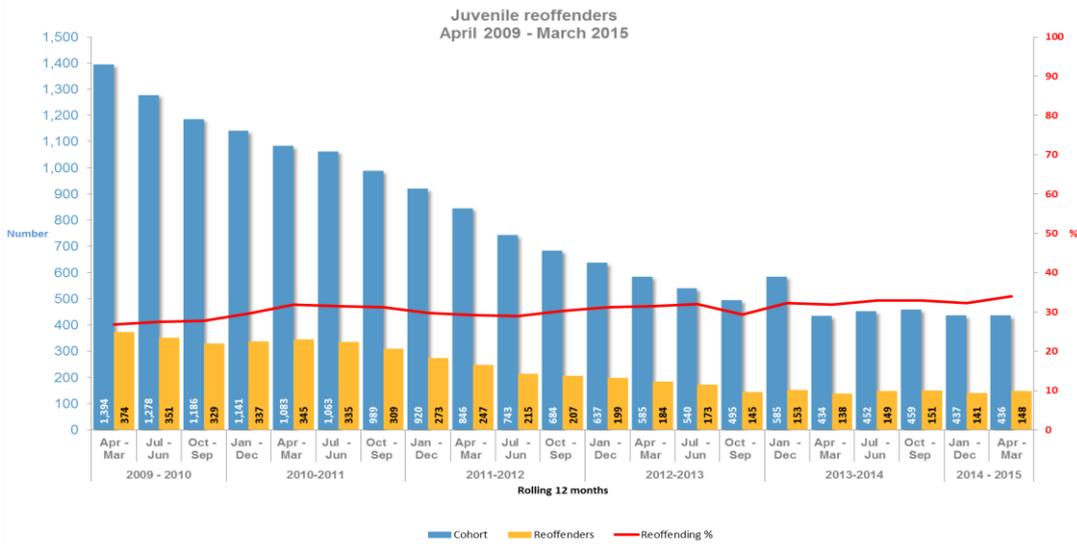
Juvenile re-offending



About the latest performance

The currently reported rate of 32.6% re-offending by young people within the period of July 2014 to June 2015 has put Lincolnshire in the top 30 Youth Offending Services across the country. The Midlands rate of 34.7% and the National rate of 37.7% are considerably higher. Whilst the figure has fallen over the last few quarters, the recent trend has recently been seen to rise. This is primarily due to the reduction in actual young people re-offending, which leaves the Service with a small group of harder to engage offenders. The actual numbers of offenders shows that out of 420 young people offending during 2014/15, only 137 re-offended, compared to 199 out of 637 in 2012. This is a significant reduction in the amount of re-offenders in recent years.

Further details



About the target

Our target is based on the average performance of Youth Offending Services within the Midlands Youth Justice Board region.

About the target range

The target range reflects the fall in number of the young people the service works with who remain difficult to engage with.

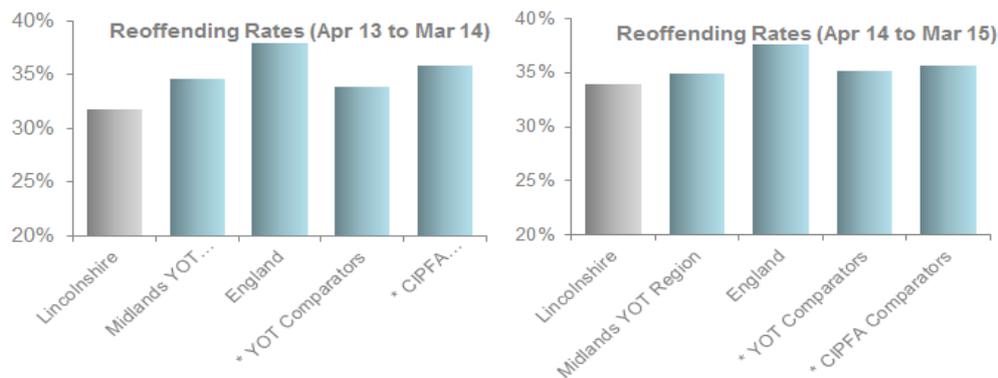
About benchmarking

Data from the Ministry of Justice is used to benchmark First Time Entrant per 100,000 population. * The YOT comparators in this instance are Cambridgeshire, Cornwall, Devon, Gloucestershire, Leicestershire, Norfolk, North Yorkshire, Somerset, and West Mercia.

NOTE: The original analysis used in calculating the YOT families (based on socio-economic factors) is now around 10 years old. In that time, the demographics and socio-economic factors of the local areas will have changed. Therefore, it is advised caution be used when using these YOTs families.

Lincolnshire County Council provides performance reports to the Chartered Institute of Public Finance and Accountancy (CIPFA) which facilitates benchmarking services to enable performance to be monitored against other local authorities. We benchmark against other Local Authorities within our CIPFA Group of 16 authorities.* The CIPFA comparators in this instance are Cumbria, Derbyshire, Gloucestershire, Norfolk, Nottinghamshire, Somerset, Staffordshire, Suffolk, and Warwickshire.

NOTE: The comparators are taken from the CIPFA website and use the default options for selecting Councils similar to Lincolnshire.



Juvenile Reoffending Rate after 12 months	Apr 13 - Mar 14				Apr 14 - Mar 15			
	Number in cohort	No. of Reoffenders	No. of Reoffences	Percentage Reoffending	Number in cohort	No. of Reoffenders	No. of Reoffences	Percentage Reoffending
Lincolnshire	434	138	452	31.80%	436	148	514	33.94%
Midlands YOT Region	7148	2470	7695	34.56%	6532	2282	7018	34.94%
England	39677	15035	47020	37.89%	34416	12963	42423	37.67%
* YOT Comparators	3581	1211	3583	33.82%	3138	1103	3717	35.15%
* CIPFA Comparators	3988	1430	4188	35.86%	3454	1230	3921	35.61%



Communities are safe and protected

Children are safe and healthy

Looked after children

Looked after children per 10,000 population aged under 18. There are a number of reasons why a child may be 'looked after' by the local authority. Most often it is because the child's parents or the people who have parental responsibilities and rights to look after the child are unable to care for the child, have been neglecting the child or the child has committed an offence. The local authority has specific responsibilities and duties towards a child who is being looked after or who has been looked after. This measure is reported taking a snapshot in time. So for example Q2 is performance as at 30th September.

A lower rate of children looked after by the Local Authority indicates a better performance.



Not achieved

48.7

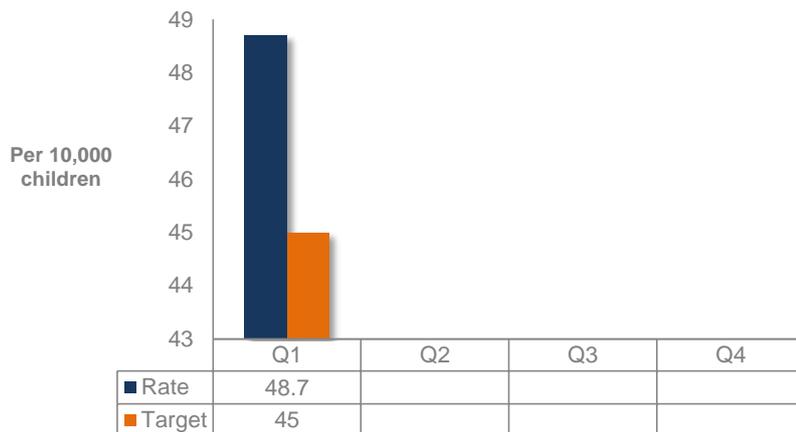
Per 10,000 children
Quarter 1 June 2017



45

Per 10,000 children
Target for June 2017

Looked after children

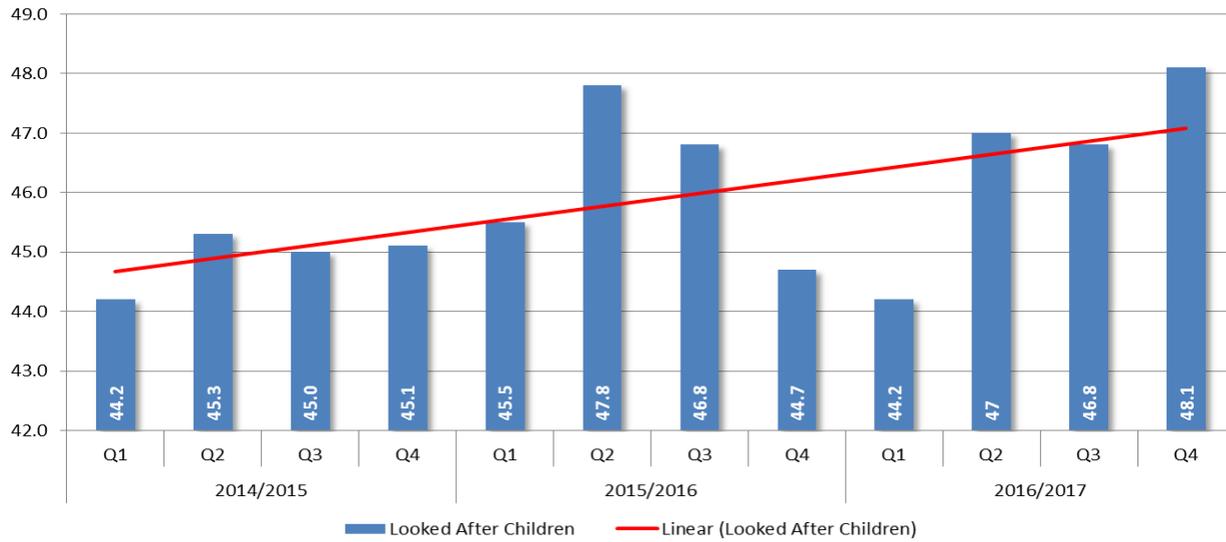


About the latest performance

There has been a rise in the number of children looked after over the last two quarters. The senior management team are undertaking a number of strategies to both understand what is causing this increase and to assure themselves that the children that are coming into care are appropriate and that there are robust exit strategies. This has included an audit of the last children and young people that came into care. No child can come into care other than through the support panel which is chaired and attended by two service managers or in emergencies by an Assistant Director. Work is being undertaken by the Independent Reviewing Officers to review if the current care plans for children looked after are appropriate.

Further details

Looked After Children per 10,000 of the Lincolnshire population



About the target

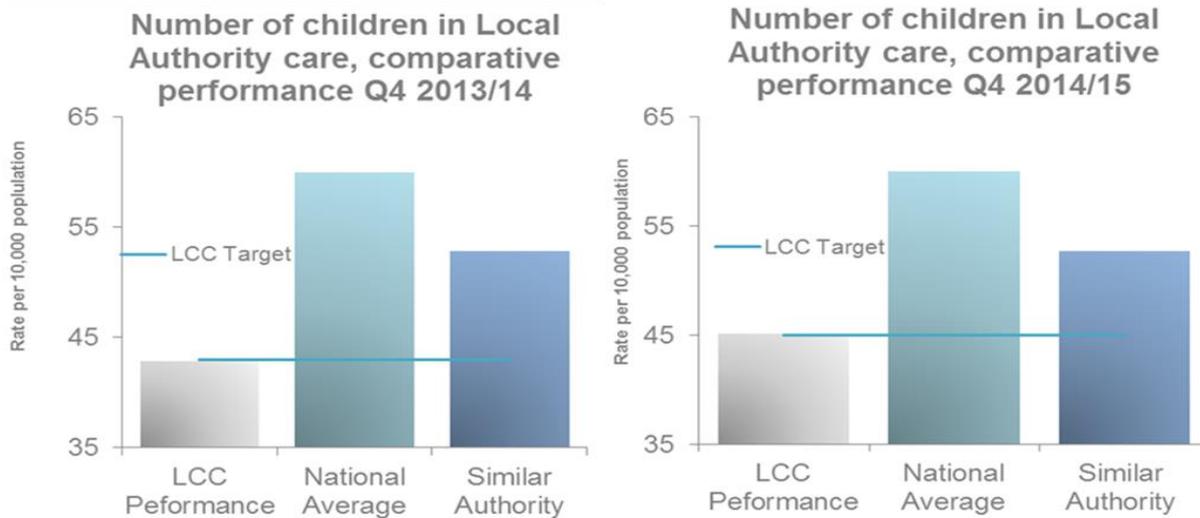
The target remains the same as the previous year. Lincolnshire is still below the national and similar authority average.

About the target range

The target range allows for the rate of Looked After Children to vary between 47 and 43 (approximately 600 and 660 children).

About benchmarking

We benchmark nationally and with similar Local Authorities. Benchmarking data is sourced from the national LAIT (Local Authority Interactive Tool).



	LCC Performance	National Average	Similar Authority	LCC Target
2013/14 Q4	42.87	60	52.8	43
2014/15 Q4	45.1	60	52.7	45



Communities are safe and protected

Children are safe and healthy

Children who are subject to a child protection plan

A child protection plan is a plan drawn up by the local authority. It sets out how the child can be kept safe, how things can be made better for the family and what support they will need.

This measure is reported taking a snapshot in time. So for example Q2 is performance as at 30th September.

A lower number of children who are subject to a child protection plan indicates a better performance.



Achieved

363

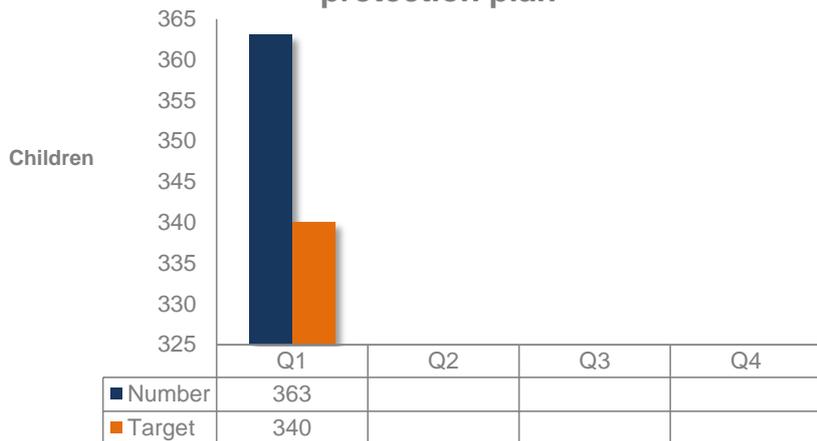
Children
Quarter 1 June 2017



340

Children
Target for June 2017

Children who are subject to a child protection plan

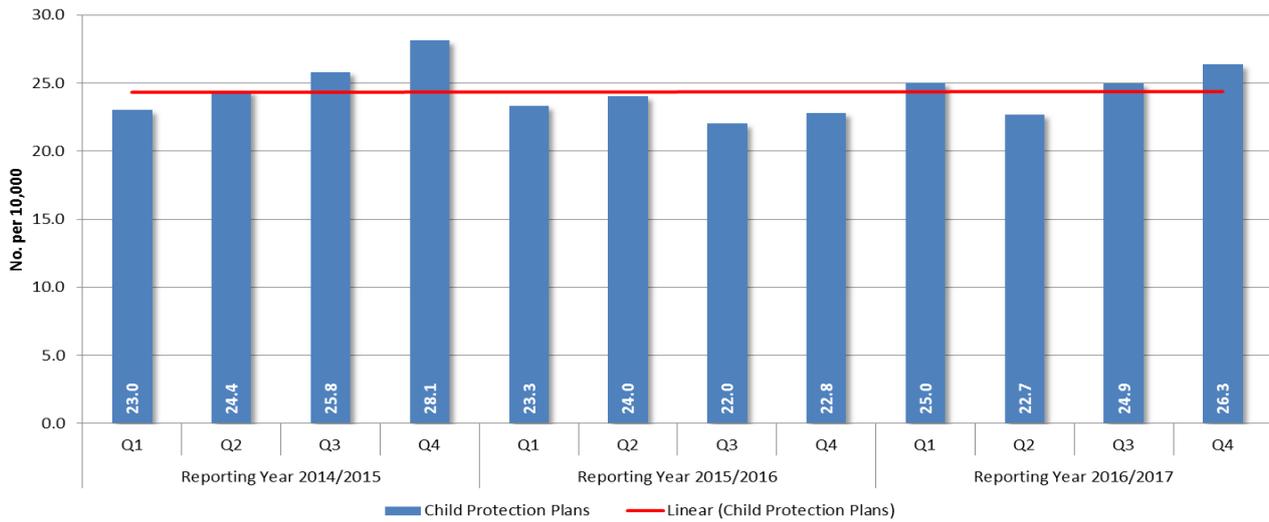


About the latest performance

There has been an increase in the number of children with a child protection plan over the last two quarters; this increased from 322 children in Quarter 2 2016/17, 354 children in Quarter 3 and then to 374 children in Quarter 4; however we have seen a decrease in Quarter 1 2017/18 to 363 children. The performance figure this quarter equates to a rate of 25.9 per 10,000 population under 18 (with a target of 25 per 10,000 population under 18). The reasons of the increase are due to a combination of factors including large sibling groups, cases transferred in from other areas and proactive interventions by the social work teams if the Child in need plans are not ensuring that there is a reduction in risk for a child.

Further details

**No. of Children Subject to a Child Protection Plan
(per 10,000 of the population under 18)**



About the target

The target remains the same as the previous year reflecting work around early help, which is the intervention and support put in place to help children and their family before a child enters local authority care.

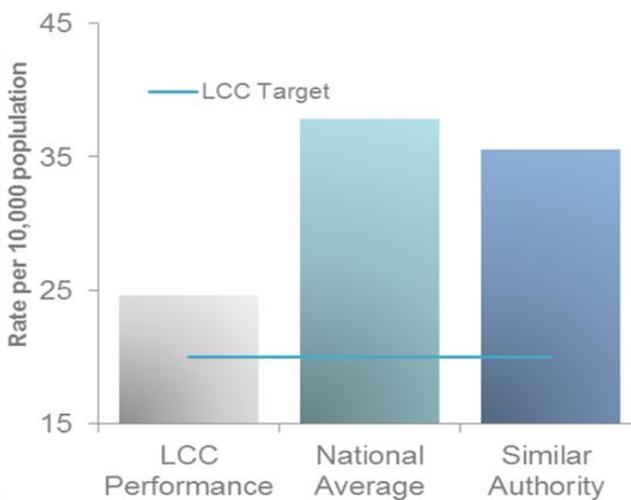
About the target range

The target range is set to vary between 21 and 25. This equates to a range of 320 to 380 children.

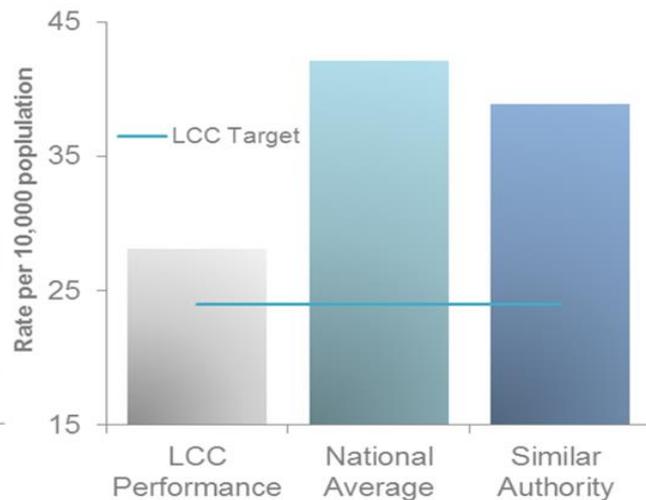
About benchmarking

We benchmark nationally and with similar local authorities. Benchmarking data is sourced from the national LAIT (Local Authority Interactive Tool).

Number of children subject to a Child Protection Plan comparison Q4 2013/14,



Number of children subject to a Child Protection Plan comparison Q4 2014/15



	LCC Performance	National Average	Similar Authority	LCC Target
2013/14 Q4	24.62	37.9	35.6	20
2014/15 Q4	28.1	42.1	38.84	24



Communities are safe and protected

Children are safe and healthy

Average time taken to move a child from care to an adoptive family

Average number of days between the child entering care and moving in with their adoptive family. A lower number of days taken to move a child from care into an adoptive family indicates a better performance.



Achieved

375

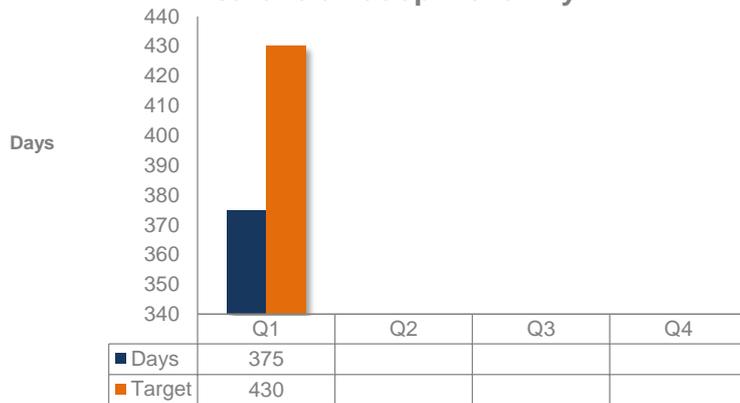
Days
Quarter 1 June 2017



430

Days
Target for June 2017

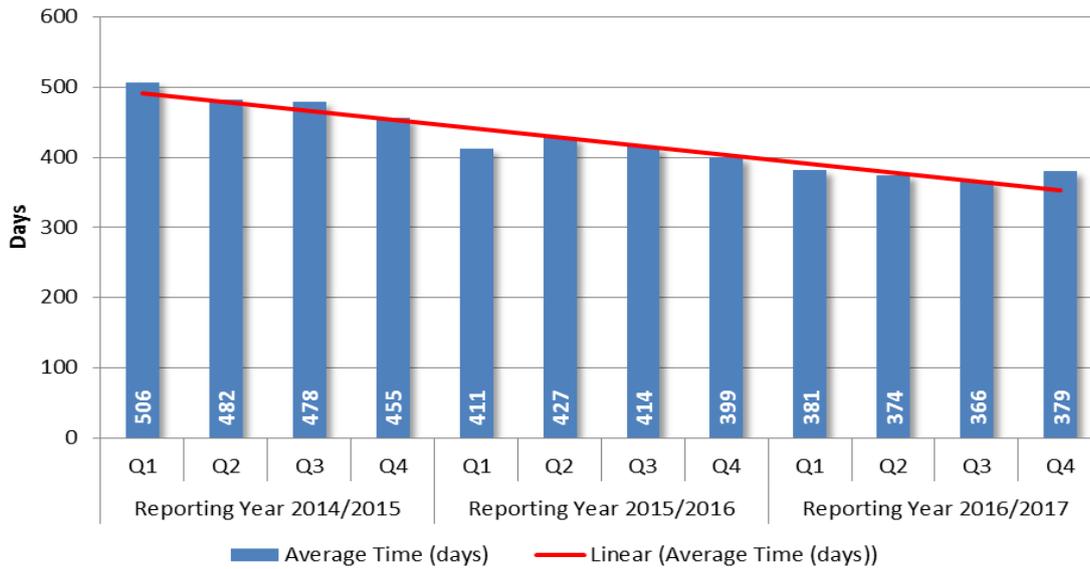
Average time taken to move a child from care to an adoptive family



About the latest performance

Lincolnshire continues to perform well when compared with national data and in relation to statistical neighbours. This quarters figures continue to be positive; there is a slight decrease in the amount of time before a child is placed with prospective adopters in comparison to Quarter 4 of 2016/17.

Average Time (Days) Taken to Move a Child From Care to an Adoptive Family



About the target

The target has been set to 430 days. To aspire to this should mean performance situated in the top quartile.

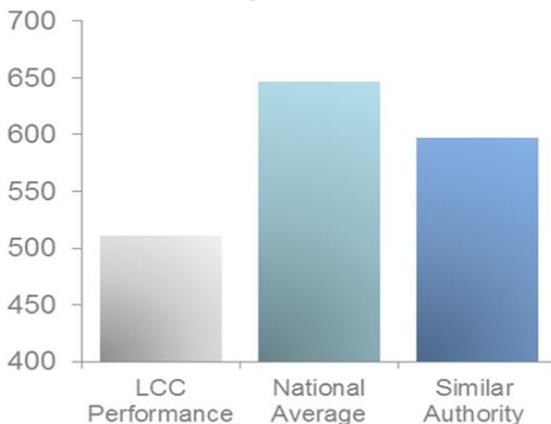
About the target range

The value has been set to an upper level of 520 days and a lower level of 430 days which should still retain our position in the top quartile.

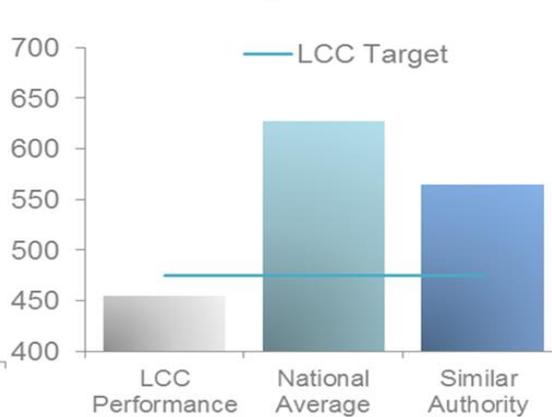
About benchmarking

We benchmark nationally and with similar local authorities. Benchmarking data is sourced from the national LAIT (Local Authority Interactive Tool).

Time taken to move from care to adoptive families (days), Q4 2013/14 comparison



Time taken to move from care to adoptive families (days), Q4 2014/15 comparison



	LCC Performance	National Average	Similar Authority	LCC Target
2013/14 Q4	511	647	597	
2014/15 Q4	455	628	565	475



Communities are safe and protected

Children are safe and healthy

Average time taken to match a child to an adoptive family

Average number of days between the local authority receiving the court order to place a child and the local authority deciding on a match to an adoptive family.

A lower number of days taken to match a child to an adoptive family indicates a better performance.



Achieved

167

Days

Quarter 1 June 2017

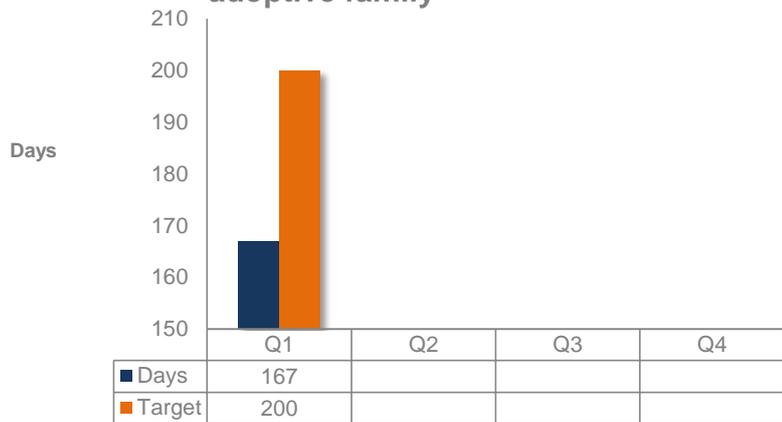


200

Days

Target for June 2017

Average time taken to match a child to an adoptive family

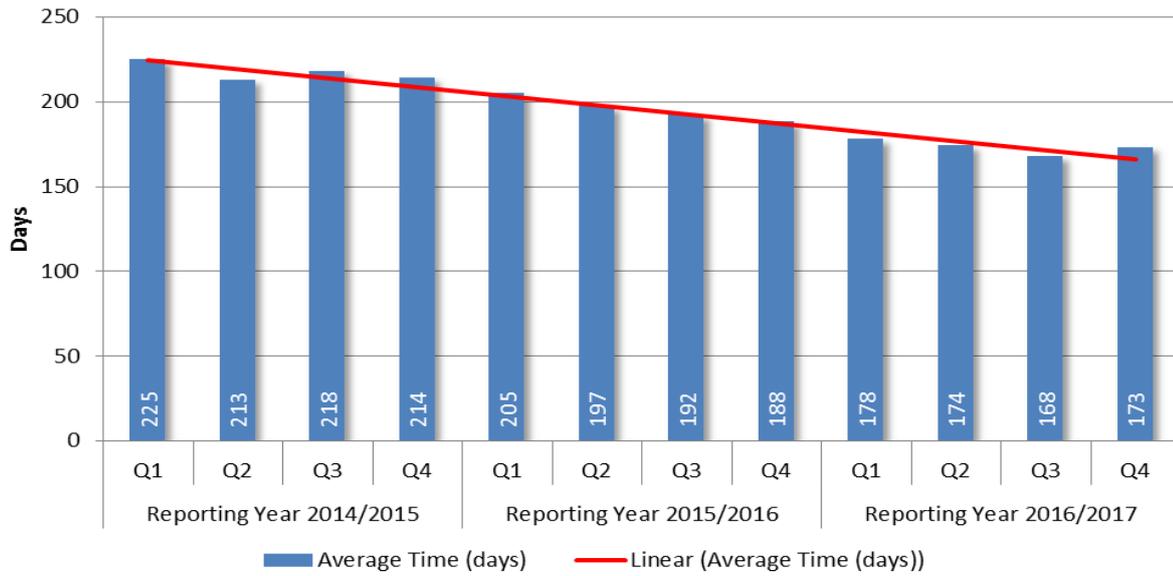


About the latest performance

The data continues to demonstrate that Lincolnshire has a robust family finding approach which ensures children are able to be matched with their carers in a timely manner.

Further details

Average Time (Days) Taken to Match a Child to an Adoptive Family



About the target

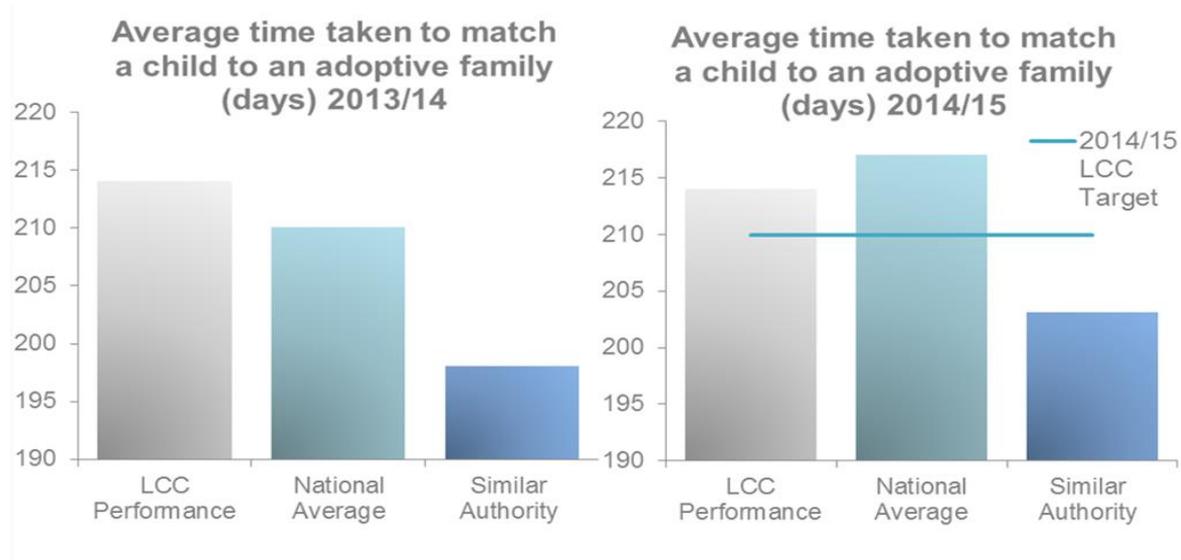
The target remains the same as the previous year, there are potential cases coming through with notably higher timescales.

About the target range

Both upper and lower target ranges have been set to 10 days.

About benchmarking

We can compare ourselves to our statistical neighbours through the Adoption Leadership Board Return which is available on a quarterly basis.



	LCC Performance	National Average	Similar Authority	LCC Target
2013/2014	214	210	198	
2014/2015	214	217	203.1	210



Health and Wellbeing is improved

Young people are supported to reach their potential

16-17 year old Looked After Children participating in learning

This measures young people recorded as being Looked After Children at the end of the reporting period and will not take into consideration the length of time that they have been in local authority care.
 Numerator: Number of Looked After Children participating in learning at the end of the reporting period.
 Denominator: Number of Looked After Children at the end of the reporting period.
 The percentage is calculated as follows: Numerator divided by the denominator multiplied by 100.
 The parameters of this measure were previously defined as recording 16-18 year old Looked After Children participating in learning. As of Q1 2017/18 onwards, the Department for Education no longer requiring monitoring of children aged 18, and so the measure has been amended accordingly, restricting data provision to 16-17 year old Looked After Children only. A higher percentage of Looked After Children participating in learning indicates a better performance.



Achieved

88.64

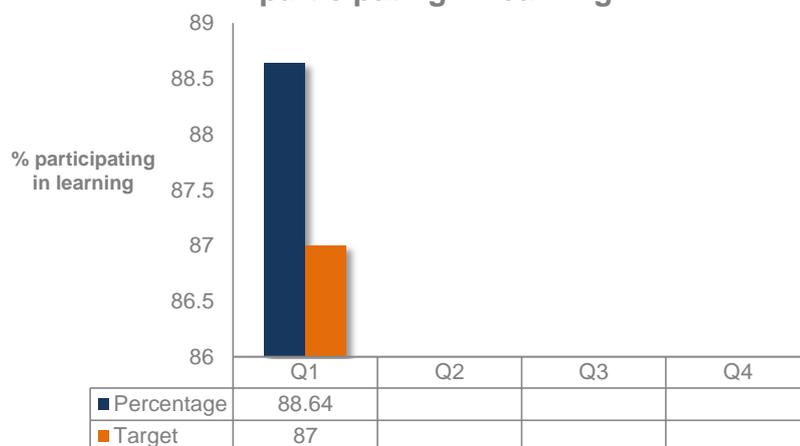
% participating in learning
Quarter 1 June 2017



87

% participating in learning
Target for June 2017

16-17 year old Looked After Children participating in learning



About the latest performance

The ongoing development of the Personal Education Plan Coordinator role within the Virtual School has had a positive impact on compliance. Social Care Teams, Designated Teachers and The Virtual School Team now have clear timelines for completion; effective training and greater accountability has impacted positively on improved inter agency working and subsequent completion rates.

Further details

The definition of this measure was revised as of Q1 2017-18; data prior to this is unavailable as we are no longer able to compare it directly with current data.

About the target

The target has been set to maintain the same performance as the previous year.

About the target range

The target range is set at a level to allow for 2% above the target and 5% below the target.

About benchmarking

Benchmarking for this measure is not currently available.

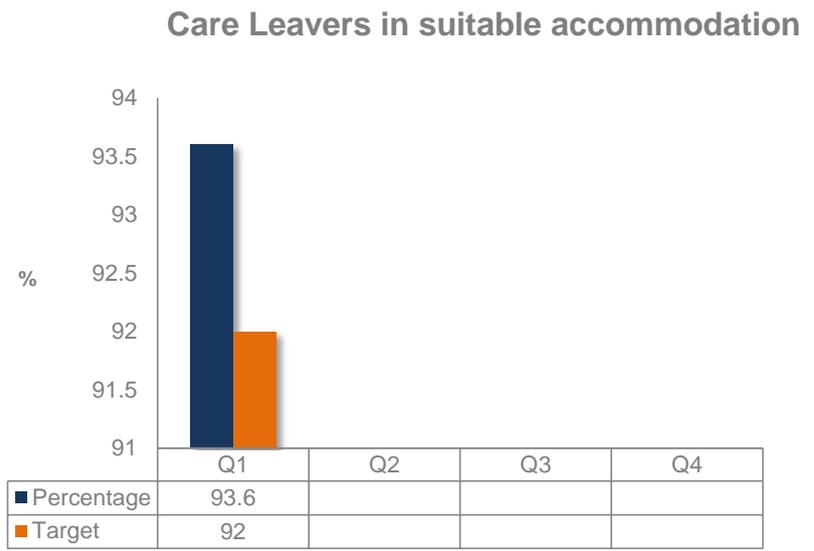
 Health and Wellbeing is improved

Young people are supported to reach their potential

Care Leavers in suitable accommodation

A care leaver is a young person who reaches the age of 18 who had been in local authority care.
 Numerator: Number of care leavers turning 19 years of age in the year who are living in accommodation deemed as "suitable".
 Denominator: Number of care leavers turning 19 years of age in the year.
 The percentage is calculated as follows: Numerator divided by the denominator multiplied by 100.
 A higher percentage of care leavers in suitable accommodation indicates a better performance.

 **Achieved**

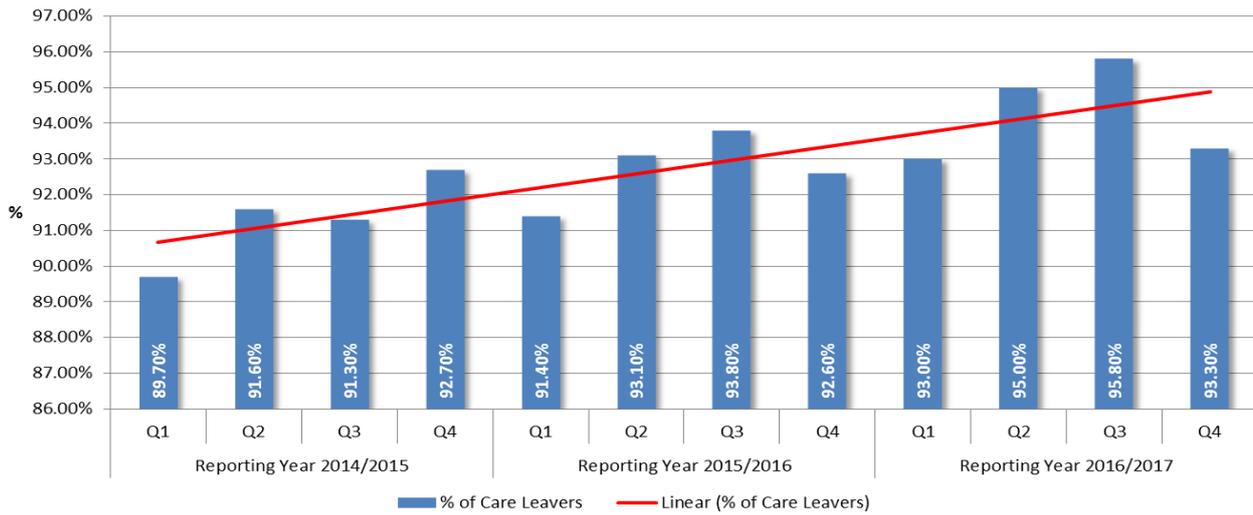


About the latest performance

This performance remains on target and continues a long standing trend. It suggests that there are good housing options for the majority of care leavers and that they are supported to make positive housing choices. For the small group of young people who are considered as being in unsuitable accommodation, some are in custody or some have returned to birth families who were previously considered to be unsuitable.

Further details

Percentage of Care Leavers in Suitable Accommodation



About the target

The target has increased to 92%, from 90% in the previous reporting year. Performance has been in line with the revised target over the past 12 months.

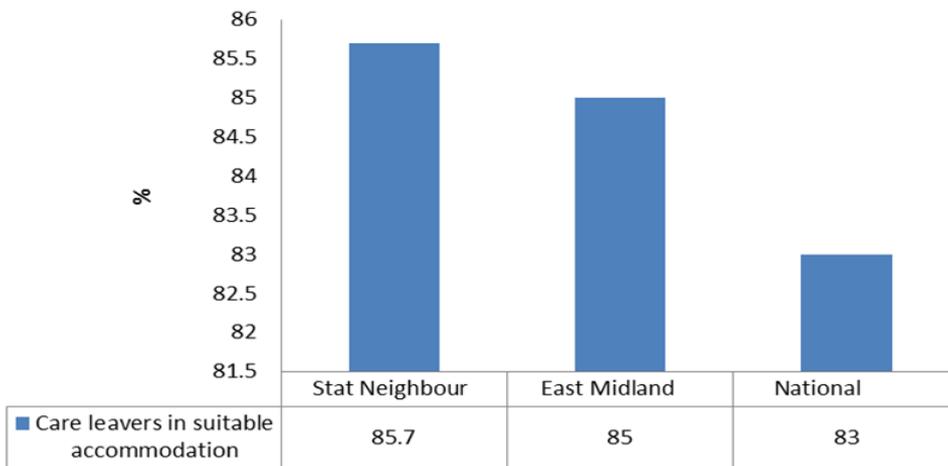
About the target range

The target range for this measure allows for a -4% or +8% fluctuation against the target.

About benchmarking

We benchmark nationally and at similar authority level. Benchmarking data is sourced from the national LAIT (Local Authority Interactive Tool).

Care leavers in suitable accommodation (2015/16)



**Customer Satisfaction Information
Children and Young People Scrutiny Committee Q1
Date range for report 1st April 2017 – 30th June 2017**

LCC Overview of compliments

Overall Compliments

The overall compliments received for Childrens and Young People shows an increase of 40% this Quarter, with 7 compliments being received compared to 5 received last Quarter.

Total number of compliments relating to <u>Children and Young People Scrutiny Committee</u>	Current Q1	Q4	Q3	Q2	Q1
	7	5	13	7	9

Children and Young People Compliments

Children and Young People received 7 compliments this Quarter. The compliments were:

- Compliment for a staff member at Haven House assisting parent with DWP form
- Early Help Consultant's praise for a SW
- Thank you card / praise for SW from family
- Early Help Worker praise for intervention work
- Thank you card / praise for SEND caseworker from family
- Early Help Worker praise from family
- SW praise from family

LCC Overview of complaints

The total number of LCC complaints received this Quarter (Q1) shows a 6% decrease on the previous quarter (Q4). When comparing this Quarter with Q1 of 2016/17, there is a 5% increase when 152 complaints were received.

Total number of complaints received across all LCC service area.	Current Q1 17/18	Q4 16/17	Q3 16/17	Q2 16/17	Q1 16/17
	159	169	218	210	259
Total number of complaints relating to <u>Children and Young People Scrutiny Committee</u>	56	37	112	125	140
Total Service Area Complaints broken down					
Statutory - Children's Care Complaint areas	47	36	33	26	30
Corporate – Education & Schools	9	4	6	3	3
Number of complaint escalations	2	1	Data not previously reported		
How many LCC Corporate complaints have not been resolved within service standard	0	1	6	8	4
Number of complaints referred to Ombudsman	9	7	8	17	5

Education and School (Corporate) Complaints

Education and School corporate complaints received 4 complaints this Quarter. There were 4 school admissions related complaints. 3 complaints were found to be unsubstantiated, with 1 being substantiated. There was 1 Education Transport policy change complaint, this was unsubstantiated.

There were 4 Social Care related complaints (not statutory). These were related to conduct of a SW, a lack of communication with a former colleague regarding a court appearance, allegation of a SW sharing information & a SW investigating relative's family. 3 complaints were unsubstantiated, the other no recorded outcome.

Children's Care (Statutory) Complaints

Complaint receipts in Quarter 1 for Children's Social Care have increased by 11 complaints compared to last Quarter. From the 47 complaints received this quarter, 4 complaints were substantiated, 8 were partly substantiated and 29 were not substantiated. Feedback forms have not been completed for the remaining 9 complaints, although requested.

Nature of Substantiated complaints	Improvements or changes implemented as a result of customers complaint
Complaint regarding a SW visit	Concerns to be addressed within supervision. Importance of historical information and completing assessments in a timely manner to be addressed in team meeting / group supervision
Mother's concern at an incident that took place at early help course	Team to plan more thoroughly, including who is engaging with children and what the aim of that interaction is. Team to be clear with parents of that planned engagement with children to ensure they are in agreement. Team to ensure clear feedback with parents following such work with children. Revisit with the team importance of them reading Mosaic records to ensure they have knowledge of family backgrounds and their needs prior to the programmes.
Complaint that record can't be altered to be a LAC	Advised AD. Spoken to SW at the time. Spoken to post-adoption team. Payments put through.
LAC complaining about an area SW	None recorded

Nature of Partly Substantiated complaints	Improvements or changes implemented as a result of customers complaint
Lack of communication & action in relation to child returning to Mother with no PR	Social work has been advised of remedial action to take, will be explored with SW in his next supervision
Disagrees with decision not to allow to adopt at stage 2 of the process	To attempt to be more clear with adopters at the outset and try to involve GP'S more in considering adopters in their willingness to change their lifestyle.
Complaint in relation to adoption procedure	Plans to make this more robust in the future
Parents unhappy with worker not communicating information regarding Daughter	None recorded
Complaint regarding SW – request change of SW	None recorded
Disagrees with result of DBS check carried out whilst trying to get temp guardianship of Niece	None recorded

Complaint regarding SW & decision to close case without informing her	Spoken to BS & SW
Foster placement complaint	None recorded

Complaint escalations

In Quarter 1 of 2017/18 there were a total of 12 complaint escalations for LCC. 2 of which were taken forward as a Statutory Childrens Stage 2 complaints with an agreed Terms of Reference.

Ombudsman Complaints

In Quarter 1 of 2017/18, 9 LCC complaints were registered with the Ombudsman. 3 of these complaints were recorded against Children's Services.

1 complaint was a Statutory matter in relation to the treatment received from Children's Services, which is ongoing. 1 was concerning information provided, this has been referred back to the complaints procedure. The final 1 was concerning school appeals whereby the Ombudsman will not investigate.

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Summary of most recent Mainstream Ofsted Inspections- breakdown of 'Overall Effectiveness' judgement by school type as at 30/06/2017

Table 1a/1b: Schools/Pupils in Schools rated Outstanding or Good

Schools Outstanding or Good	CS51	Pupils in Outstanding or Good	CS50
314	90.8%	91,072	89.2%

Table 2a/2b: Count and percentage of schools by Phase and Overall Effectiveness Category

Phase	Outstanding	Good	Requires Improvement	Inadequate	Total
All-through	-	1	-	-	1
Free School	-	1	1	-	2
Nursery	3	2	-	-	5
Primary	42	207	17	2	268
PRU	-	1	-	-	1
Secondary	13	25	7	4	49
Special	8	11	1	-	20
Total	66	248	26	6	346

Phase	Outstanding	Good	Requires Improvement	Inadequate
All-through	-	100%	-	-
Free School	-	50%	50%	-
Nursery	60%	40%	-	-
Primary	16%	77%	6%	1%
PRU	-	100%	-	-
Secondary	27%	51%	14%	8%
Special	40%	55%	5%	-
Total	19%	72%	8%	2%

Table 3a/3b: Count and percentage of pupils by Phase and Overall Effectiveness Category

Phase	Outstanding	Good	Requires Improvement	Inadequate	Total
All-through	-	991	-	-	991
Free School	-	235	216	-	451
Nursery	337	174	-	-	511
Primary	11549	40087	3232	551	55419
PRU	-	-	-	-	-
Secondary	14802	21176	4226	2801	43005
Special	713	1008	56	-	1777
Total	27401	63671	7730	3352	102154

Phase	Outstanding	Good	Requires Improvement	Inadequate
All-through	-	100%	-	-
Free School	-	52%	48%	-
Nursery	66%	34%	-	-
Primary	21%	72%	6%	1%
PRU	-	-	-	-
Secondary	34%	49%	10%	7%
Special	40%	57%	3%	-
Total	27%	62%	8%	3%

Table 4: Percentage of schools by Phase and Overall Effectiveness Category for Lincolnshire, Statistical Neighbours and Nationally

Phase	Outstanding			Good			Requires Improvement			Inadequate			Lincs	SN	National
	Lincs	SN	National	Lincs	SN	National	Lincs	SN	National	Lincs	SN	National			
Nursery	60%	65%	61%	40%	35%	38%	-	-	0%	-	-	-	-	-	0%
Primary	16%	14%	18%	77%	71%	68%	6%	8%	8%	1%	1%	1%	-	5%	4%
PRU	-	11%	16%	100%	74%	63%	-	7%	7%	-	7%	3%	-	2%	11%
Secondary	25%	12%	21%	51%	60%	51%	16%	16%	14%	8%	4%	5%	-	8%	8%
Special	40%	31%	37%	55%	60%	53%	5%	2%	4%	-	1%	2%	-	6%	5%
Total	19%	15%	20%	72%	69%	64%	8%	9%	9%	2%	2%	2%		5%	5%

Table 5: Schools currently judged to be Inadequate and/or under an Interim Executive Board

DfE Number	School Name	Academy Sponsor	Status	Time in Special Measures	Number on Rol
9256908	The Gainsborough Academy	The Lincoln College Academy Trust	Inadequate	-	722
9253027	West Grantham Academy St Johns	West Grantham Academies Trust	Inadequate	153 days	359
9254062	Cherry Willingham Community School	-	Inadequate	748 days	192
9255210	Chapel St Leonards Primary School	-	Inadequate	125 days	192
9255408	Lincoln Christs Hospital Academy	-	Inadequate	117 days	1325
9255417	Louth Monks Dyke Tennyson College	-	Inadequate	-	562
				Total	3352

Table 6: Schools not yet inspected

DfE Number	School Name	Number on Roll
9251111	Springwell Lincoln City Academy	-
9252018	Castle Wood Academy	85
9252021	Wygate Park Academy	120
9252023	Weston St Mary CE Primary School	47
9252024	Grantham The Isaac Newton Primary School	395
9252027	St Giles Academy	446
9252035	Ingoldsby Academy	49
9252036	Hykeham Manor Farm Academy	28
9252040	Theddlethorpe Primary School	72
9252042	South Witham Community Primary School	99
9252043	Gosberton Academy	-
9254011	Tattershall The Barnes Wallis Academy	299
9254013	Thomas Middlecott Academy	479
9254018	Somercotes Academy	303
9254035	Spalding Academy	-
9256000	St George's Preparatory School & Little Dragons Preschool	-
9256004	Burton Hathow Preparatory School	-
9256005	Bridge House Independent School	-
9256006	Doulton House School	-
9256012	Lincoln Minster School	-
9256015	Witham Hall School	-
9256016	Dudley House School	-
9256017	Kirkstone House School	-
9256020	Ayscoughfee Hall School	-
9256022	St Hugh's School	-
9256023	Handel House Preparatory School	-
9256027	Stamford School	-
9256028	Stamford High School	-
9256031	Grantham Preparatory School	-
9256033	The Viking School	-
9256034	Kisimul School	-
9256035	Copthill Independent Day School & Nursery	-
9256038	Greenwich House School	-
9256039	Regents Academy	-
9256041	Bicker Preparatory and Early Years School	-
9256045	Stamford Junior School	-
Total:		2422

Table 7: Ofsted Statistical Neighbour Comparison

Region	Percentage of Schools Good or Outstanding
Lincolnshire	86.4%
Statistical Neighbours	83.4%
National	84.6%

Source Data: Monthly Management Information: Ofsted School Inspections Outcomes

NB: May be slight deviation in figures between LA calculated data and Ofsted data, due to differences in reporting methodologies.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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**Open Report on behalf of Richard Wills,
Director responsible for Democratic Services**

Report to:	Children and Young People Scrutiny Committee
Date:	08 September 2017
Subject:	Children and Young People Scrutiny Committee Work Programme

Summary:

This item enables the Committee to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focused where it can be of greatest benefit. Members are encouraged to highlight items that could be included for consideration in the work programme.

The work programme will be reviewed at each meeting of the Committee to ensure that its contents are still relevant and will add value to the work of the Council and partners.

Actions Required:

Members of the Committee are invited to:

- 1) Review, consider and comment on the work programme as set out in Appendix A to this report.
- 2) Highlight for discussion any additional scrutiny activity which could be included for consideration in the work programme.

1. Background

Overview and Scrutiny should be positive, constructive, independent, fair and open. The scrutiny process should be challenging, as its aim is to identify areas for improvement. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

Overview and scrutiny committees should not, as a general rule, involve themselves in relatively minor matters or individual cases, particularly where there are other processes, which can handle these issues more effectively.

All members of overview and scrutiny committees are encouraged to bring forward important items of community interest to the Committee whilst recognising that not all items will be taken up depending on available resource.

Purpose of Scrutiny Activity

Set out below are the definitions used to describe the types of scrutiny, relating to the items on the Committee Work Programme:

Policy Development - The Committee is involved in the development of policy, usually at an early stage, where a range of options are being considered.

Pre-Decision Scrutiny - The Committee is scrutinising a proposal, prior to a decision on the proposal by the Executive, the Executive Councillor or a senior officer.

Policy Review - The Committee is reviewing the implementation of policy, to consider the success, impact, outcomes and performance.

Performance Scrutiny - The Committee is scrutinising periodic performance, issue specific performance or external inspection reports.

Consultation - The Committee is responding to (or making arrangements to) respond to a consultation, either formally or informally. This includes pre-consultation engagement.

Budget Scrutiny - The Committee is scrutinising the previous year's budget, or the current year's budget or proposals for the future year's budget.

Member Report – The Committee is reviewing the work of the Sub-Groups or Working Groups.

Requests for specific items for information should be dealt with by other means, for instance briefing papers to members.

Identifying Topics

Selecting the right topics where scrutiny can add value is essential in order for scrutiny to be a positive influence on the work of the Council. Members may wish to consider the following questions when highlighting potential topics for discussion to the Committee:-

- Will Scrutiny input add value?
Is there a clear objective for scrutinising the topic, what are the identifiable benefits and what is the likelihood of achieving a desired outcome?
- Is the topic a concern to local residents?
Does the topic have a potential impact for one or more section(s) of the local population?
- Is the topic a Council or partner priority area?
Does the topic relate to council corporate priority areas and is there a high level of budgetary commitment to the service/policy area?

- Are there relevant external factors relating to the issue?
Is the topic a central government priority area or is it a result of new government guidance or legislation?

Scrutiny Review Activity

Where a topic requires more in-depth consideration, the Committee may commission a Scrutiny Panel to undertake a Scrutiny Review, subject to the availability of resources and approval of the Overview and Scrutiny Management Board. The Committee may also establish a maximum of two working groups at any one time, comprising a group of members from the Committee.

Work Programme items on scrutiny review activity can include discussion on possible scrutiny review items; finalising the scoping for the review; consideration and approval of the final report; the response to the report; and monitoring outcomes of previous reviews.

2. Conclusion

The Committee's work programme for the coming year is attached at Appendix A to this report. A list of all upcoming Forward Plan decisions relating to the Committee is also attached at Appendix B.

Members of the Committee are invited to review, consider and comment on the work programme as set out in Appendix A and highlight for discussion any additional scrutiny activity which could be included for consideration in the work programme.

Consideration should be given to the items included in the work programme as well as any 'items to be programmed' listed.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Children and Young People Scrutiny Committee – Work Programme
Appendix B	Forward Plan of Decisions relating to the Children and Young People Scrutiny Committee

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Tracy Johnson, Senior Scrutiny Officer, who can be contacted on 01522 552164 or by e-mail at tracy.johnson@lincolnshire.gov.uk

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

Chairman: Councillor Robert Foulkes

Vice Chairman: Councillor Robert Kendrick

8 September 2017		
Item	Contributor	Purpose
Children and Young People Commissioning Strategies	Sally Savage Chief Commissioning Officer – Children's	Policy Development
Partners in Practice	Tara Jones Children's Service Manager – Partners in Practice	Policy Review
Corporate Parenting Sub-Group Update (6 July 2017 minutes)	Cllr David Brailsford Chairman of the Sub Group	Member Report
Theme Performance: Quarter 1	Sally Savage Chief Commissioning Officer – Children's	Performance Scrutiny

20 October 2017		
Item	Contributor	Purpose
Sector-Led School Improvement Model - Presentation	Heather Sandy Chief Commissioning Officer - Learning	Policy Review
Corporate Parenting Sub-Group Update (21 September 2017 minutes)	Cllr David Brailsford Chairman of the Sub Group	Member Report
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Update (26 September 2017 minutes)	Chairman of the Sub Group	Member Report

1 December 2017		
Item	Contributor	Purpose
A Proposed Future Model of SEN Provision from Lincolnshire Special Schools	Sheridan Dodsworth Children's Service Manager – SEND	Policy Development / Consultation
0-19 Public Health Nursing	Sally Savage Chief Commissioning Officer – Children's	Performance Scrutiny
Theme Performance: Quarter 2	Sally Savage Chief Commissioning Officer – Children's	Performance Scrutiny

1 December 2017		
Item	Contributor	Purpose
Lincolnshire Music Service	John O'Connor Children's Services Manager: Education Support Jen McKie Senior Music Adviser Lincolnshire Music Service	Policy Review

19 January 2018		
Item	Contributor	Purpose
Budget Proposals 2018/19	Debbie Barnes Executive Director of Children's Services	Budget Scrutiny
Early Years Childcare Provision	Michelle Andrews Children's Service Manager – Early Years	Policy Review
Inclusive Lincolnshire Strategy	Mary Meredith Children's Service Manager - Inclusion	Policy Review
Corporate Parenting Sub- Group Update (7 December 2017 minutes)	Cllr David Brailsford Chairman of the Sub Group	Member Report

9 March 2018		
Item	Contributor	Purpose
Lincolnshire Local Authority School Performance 2016-17	Martin Smith Children's Service Manager - School Standards	Performance Scrutiny
Restorative Panels Pilot	Andy Cook Youth Offending Manager	Policy Review
Theme Performance: Quarter 3	Sally Savage Chief Commissioning Officer – Children's	Performance Scrutiny
Lincolnshire Safeguarding Boards Scrutiny Sub- Group Update (January 2018 minutes)	Chairman of the Sub Group	Member Report

20 April 2018		
Item	Contributor	Purpose
A Proposed Future Model of SEN Provision from Lincolnshire Special Schools	Sheridan Dodsworth Children's Service Manager – SEND	Pre-Decision Scrutiny (Executive decision on 1 May 2018)

20 April 2018		
Item	Contributor	Purpose
Prevent and the Implications for Children and Young People	Nicole Hilton Community Assets and Resilience Commissioning Manager	Policy Development
Corporate Parenting Sub-Group Update (March 2018 minutes)	Cllr David Brailsford Chairman of the Sub Group	Member Report

To be programmed

- School funding and the impact of the National Funding Formula implementations
- Lincolnshire Learning Partnership (LLP) Strategic Plan and Impact Evaluation
- Home to School Transport Policy including post 16 transport and grammar school transport (The outcome of the scrutiny review in 2016 on Grammar School Transport was to reconsider the current policy in two years' time.)
- Education including educational policy updates and the impact in Lincolnshire's schools; monitoring the changing position and how the Local Authority is fulfilling its responsibilities; relationship with academies; school improvement; overview of academies and maintained schools; and small rural schools
- Significant place planning and school reorganisation
- Safeguarding children and social care work
- Supported accommodation
- Educational progress of Looked After Children (LAC), including electronic Personal Education Plans (ePEPs)
- Post Adoption Support
- Support for foster carers

For more information about the work of this Committee please contact Tracy Johnson, Senior Scrutiny Officer, on 01522 552164 or by e-mail at tracy.johnson@lincolnshire.gov.uk

FORWARD PLAN OF DECISIONS RELATING TO CHILDREN'S SERVICES FROM 1 SEPTEMBER 2017

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE SUBMITTED FOR DECISION	HOW TO COMMENT ON THE DECISION BEFORE IT IS MADE AND THE DATE BY WHICH COMMENTS MUST BE RECEIVED	RESPONSIBLE PORTFOLIO HOLDER AND CHIEF OFFICER	KEY DECISION YES/NO	DIVISIONS AFFECTED
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