

Combined Assurance

Status Report Children Services



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Introduction

This is the fourth combined assurance report for the Council.

Working with management we have been able to show what assurances the Council currently has on the areas of the business that matter most – highlighting where there may be potential assurance ‘unknowns or gaps’.

We gathered and analysed assurance information in a control environment that:

- takes what we have been told on trust, and
- encourages accountability with those responsible for managing the service.

Our aim is to give Senior Management and the Audit Committee an insight on assurances across all critical activities and key risks, making recommendations where we believe assurance needs to be stronger.

Scope

We gathered information on our:

- critical systems – those areas identified by senior management as having a significant impact on the successful delivery of our priorities or whose failure could result in significant damage to our reputation, financial loss or impact on people.
- due diligence activities – those that support the running of the Council and ensure compliance with policies.
- key risks – found on our strategic risk register or associated with major new business strategy / change.
- key projects – supporting corporate priorities / activities.

Methodology

We have developed a combined assurance model which shows assurances across the entire Council, not just those from Internal Audit. We leverage assurance information from your ‘business as usual’ operations. Using the ‘3 lines of assurance’ concept:



Our approach includes a critical review or assessment on the level of confidence the Board can have on its service delivery arrangements, management of risks, operation of controls and performance.

We did this by:

Speaking to senior and operational managers who have the day to day responsibility for managing and controlling their service activities.

Working with corporate functions and using other third party inspections to provide information on performance, successful delivery and organisational learning.

Using the outcome of Internal Audit work to provide independent insight and assurance opinions.

We used a Red (low), Amber (medium) and Green (high) rating to help us assess the level of assurance confidence in place.

The overall assurance opinion is based on the assessment and judgement of senior management. Internal audit has helped co-ordinate these and provided some challenge but as accountability rests with the Senior Manager we used their overall assurance opinion.



Key Messages

We have high aspirations and a clear, shared vision for all of our children and young people. We want all children in every part of the county to achieve their potential and we will deliver services with our partners guided by our strategic principles to achieve this vision. There is strong political and managerial leadership of Children's Services with a stable, highly competent, and visible Directorate Management Team. The Director of Children's Services has excellent relationships with partners and LCC staff as well as with schools, including academies. Integration best summarises our approach to the commissioning and delivery of outstanding services. We demonstrate true integration and focus on needs not silo working so families access joined up services.

Performance of schools as measured by Ofsted continues to be above national average with 85.4% of schools judged to be good or outstanding schools against a national picture of 83.6%. We are determined to accelerate progress at every key stage through introducing a sector led approach to school improvement. Our biggest challenge in our work with schools is to promote inclusive practice for all children and to reduce exclusions

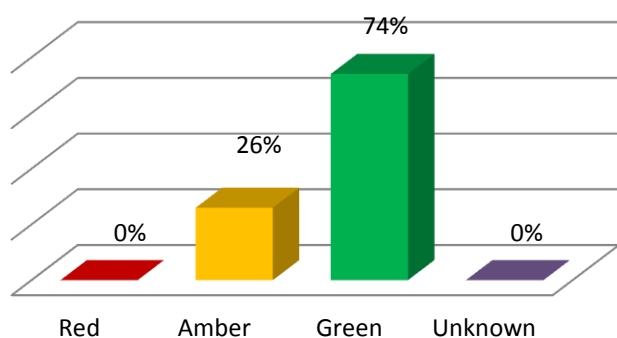
Last year, the Ofsted inspection for safeguarding children considered our early help and safeguarding arrangements to be good with an Outstanding Adoption service. Early help services were considered to be "exceptional". The large majority of services, settings and institutions inspected by Ofsted are good and outstanding.

Front line social care performance exceeds national and statistical neighbours on the majority of indicators (e.g. timeliness of social care assessments was 91.5%, compared to a national average of 81.5%). The numbers of looked after children remain low at 45 per 10,000 compared with the England average of 60.

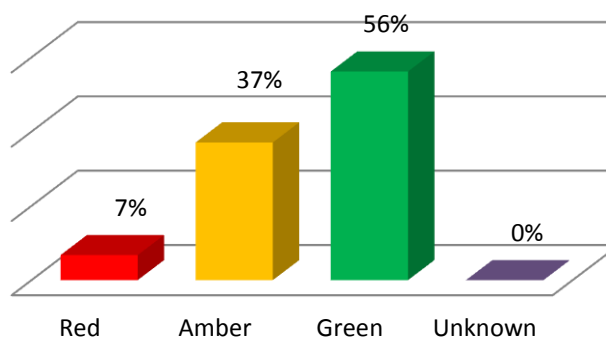
However it must be highlighted that the experience of implementation of the new financial system AGRESSO has impacted negatively on service performance. Significant staff time has been diverted from direct service delivery to address implementation challenges. In addition, the delay in implementing the MOSAIC, our new case management system, is adversely affecting front line services so staff time is not being used as effectively as it should be.

There is an urgent need for the delivery of a new ICT platform and a new case management system to enable our reduced workforce to work more effectively

Overall Assurance Status 2014



Overall Assurance Status 2015



Critical Systems



Our Vision is for:

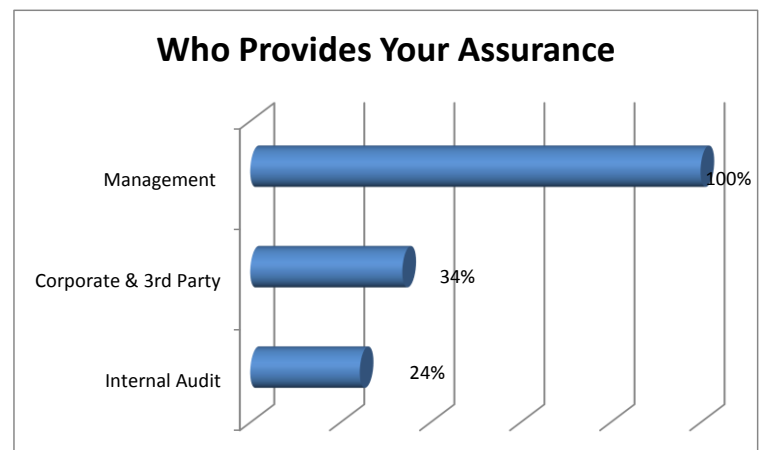
‘Every Child, in every part of the County to achieve their potential’.

Our principles, which underpin how we will commission and deliver services to achieve our vision, are:

- **Early Help:** Strong protective universal services accessible to all with a range of early help available so children have the best start in life and families have extra help when they need it;
- **Safeguarding:** A shared responsibility to ensure children are safe at home, school and in their community;
- **Aspiration:** Children able to thrive and cope with life challenges;
- **Learning and Achievement:** All children being the best they can be with targeted interventions

Our local priorities are:

- Safeguarding Children
- Ensuring children and families have access to early help services
- Implementing the reforms for supporting children with a disability and special education needs to achieve their potential
- Redesigning an effective public health offering to all families
- Reducing exclusions from school
- Ensuring all children can access a good or outstanding school so they achieve expected progress and achieve their potential



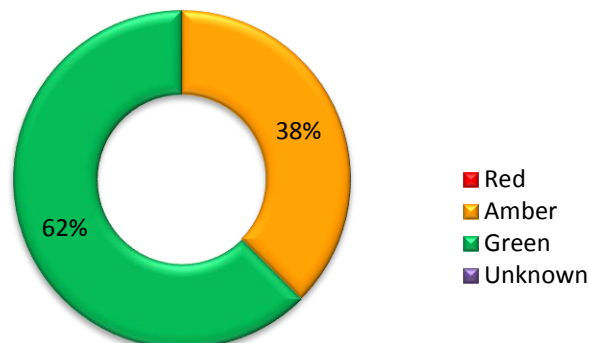
Overall, a high level of positive assurance exists around Children’s Services critical activities and systems. Assurance arrangements are working effectively. Most assurance comes from managers – supported by a good level of corporate and third party assurance.

Assurance is also provided through reviews conducted by Corporate Audit and Risk Management. This provides independent oversight and added value through recommendations made for improvement and complements any external reviews or inspections carried out. Any recommendations made are monitored to ensure implementation with progress reported to the Audit Committee.

Commissioning

This overview is based on the assurance:

- Procurement/Contract Provision
- Management of Grants
- Contract Management
- Commissioning of services
- Home to School/College transport
- Children's Adolescent Mental Health Services (CAMHS)
- Performance
- Public Health Nursing Commissioning



The commissioning team is currently undergoing restructuring to ensure that it operates efficiently and achieves its management savings target. This includes bringing together the commissioning and performance functions creating opportunities for more efficient working and combining some previously separate processes.

The team continue to undertake a number of reviews that are critical to responding to budget pressures whilst continuing to improve outcomes for children, young people and families. The responsibility for commissioning public health nursing transferred to the team during 2015 and a review is currently in place to consider the future commissioning of these, and other early years services, from April 2015. The service continues to lead a significant transformation of CAMHS services under a Section 75 agreement with health commissioners.

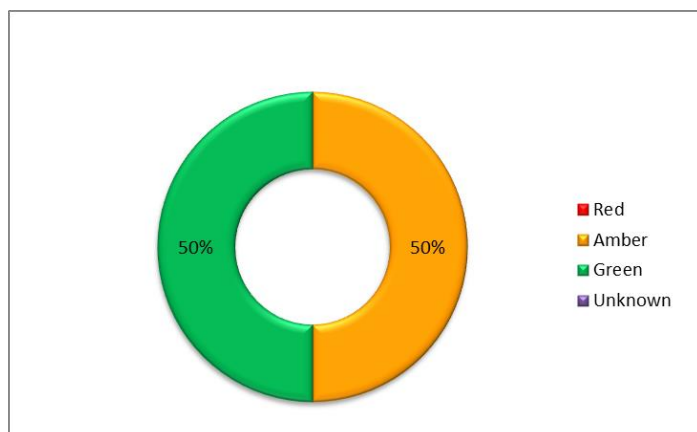
Whilst the Home to School/College service is effectively managed, ensuring that the Council meets its statutory duties, there is a significant budget pressure as a result of the reduction in the Council's funding and demand pressures. The impact of this is intensified as a result of additional budget pressures on public transport subsidies.

A number of actions to manage the budget pressure have been in place over the past 12 months and have been managed through a Corporate Transport Board. Several reviews are also underway which will hopefully have a positive impact on the budget pressures for example of special school transport. A scrutiny review is currently underway to make recommendations regarding the future provision of grammar school transport.

Quality and Standards

This overview is based on the critical activities:

- Independent Chairs and Independent Reviewing Officers
- Learning and Development
- Parent Partnership – LIAISE (advise and support service)
- Quality Assurance

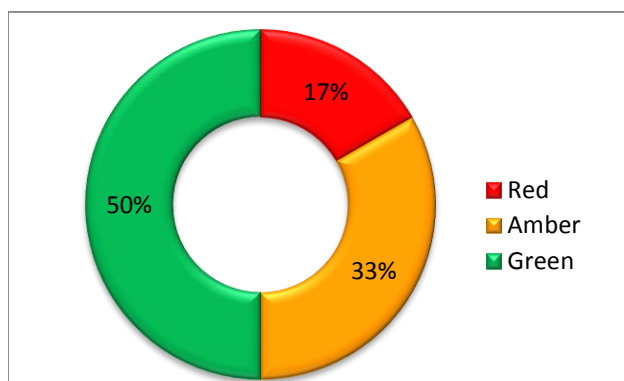


A new system is being developed for Liaise which will allow greater oversight of cases, reviewing these along with the practice supervisor on a regular basis. Whilst there are many positive aspects of Quality Assurance area of work, with good internal audit process in place, more focus is required on outcomes for children. This service area is being developed in line with organisational needs however this is still in the early stages. All audits and assurance processes are now in place and there is a greater engagement with the teams in order to ensure that the training programme is able to respond fully to staffing needs.

Education Support Service

There are six critical activities in this service area:

- School admissions;
- Children of statutory school age are educated;
- Continuity of education for children excluded from school;
- Sufficiency of provision for children and young people aged 0 -18
- Tracking the education/employment status of young people aged 16-18
- Ensuring there is a market for independent careers advice for schools to access



All school admission policies and procedures are compliant with the admissions code and have been ratified by the Council. There have been no external adjudicator referrals for non-compliance. Over 92% of parents still continue to receive their first preference school. The Council continues to administer a non-statutory mid-year admissions scheme for approximately 85% of families. The software that is used to administer the allocation of school places is due for renewal within the next 12 months.

Significant changes have been made to those policies that relate to children's education; particularly for those groups of children that may be missing from education, educated at home or be persistently absent from school. The local authority's code of conduct for the issuing of fixed penalty notices has been revised in light of recent government changes to statutory guidance on school attendance and is now operational. Children and young/people that are on role at a school, but not in receipt of full time education*, are monitored regularly - the majority are those with a medical need and are managed through an assessment process such as an early help assessment.

Children excluded from school are reintegrated back into mainstream provision without delay or are temporarily enrolled onto the Lincolnshire Teaching & Learning Centre's role for re-integration when they are "school ready". If appropriate some key stage 4 young people will be enrolled onto an alternative provision curriculum if that meets their needs more appropriately.

There is good intelligence about the status of young people aged 16-19 in terms of their participation in education and/or training with only a small minority not in an appropriate provision.

The provision of school places is well defined and ratified by the DfE which informs basic need capital funding. The sophistication of this approach is being extended to the pre and post statutory age provision.

*defined by Ofsted as 25 hours per week

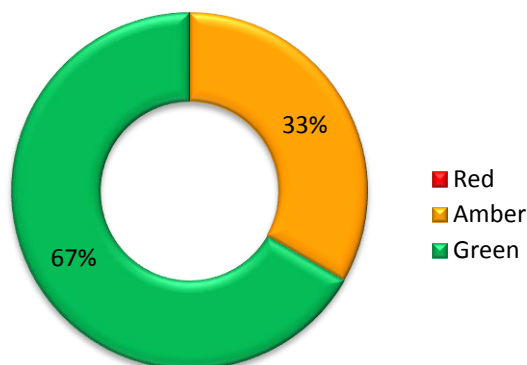
14-19 Commissioner

The following 2 areas have been given good assurance:

- Planning and Allocations
(meeting the needs of 100% participation under the ASCL Act)
- Post 16 Learning
(supporting young people into learning post 16 under 2008 Education and Skills Act)

1 area has amber assurance:

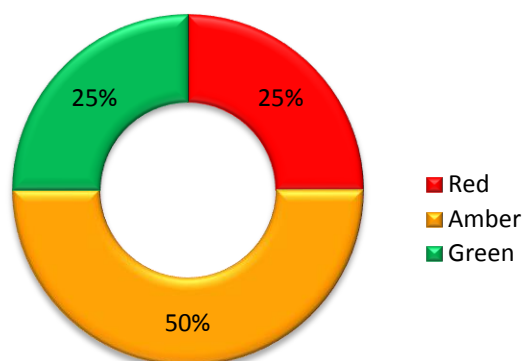
- Sixth forms
(maintaining adequate network of 6th forms)



The post 16 network of providers, particularly school sixth forms, continue to experience difficulties due to the decline in the size of the 16 – 18 year old age group. This places sixth forms (particularly the smaller sixth forms of which Lincolnshire has a high proportion) under significant threat, especially as national funding decreases. There are now 6 sixth forms with under 100 students. There is a potential impact on the breadth of the curriculum offer, and on 11-16 education due to the lack of financial viability of smaller sixth forms. The ability to mitigate the risks through increased collaboration lies with the schools and other post 16 providers themselves. Work will continue to encourage and support collaborative activity.

School Improvement Service

At 31 August 2015, 85% of Lincolnshire schools and academies were graded Good or Outstanding by Ofsted compared with 84% nationally and 80% across the East Midlands. This means that 82% of pupils in Lincolnshire are educated in Good or Outstanding provision compared with 81% nationally and 76% across the East Midlands. Fewer than 1% of Lincolnshire’s schools were graded Inadequate compared with 2% nationally and across the East Midlands.



This strong performance against National is not replicated in the published provisional data for 2015 which shows a small overall improvement in primary performance by most measures against a greater improvement of national performance. Secondary performance is stagnant and below national.

The number of schools classed as at risk on the school effectiveness register has increased to 84 of 362 (20%) which, combined with the data issue, indicates that the strong performance in Ofsted outcomes may be difficult to maintain. The length of time that some schools remain in the Schools Causing Concern category will continue to be a focus of the service’s attention. At times, this can be determined by the Department for Education in terms of how quickly it progresses the transition to sponsored academy status.

This area is about to undergo a significant transition to a radically reduced infrastructure. The budget of this area has been reduced from £2.6 million to £1.1 which will have significant impact on the level and depth of oversight the Local Authority has across all schools.

Locality Teams

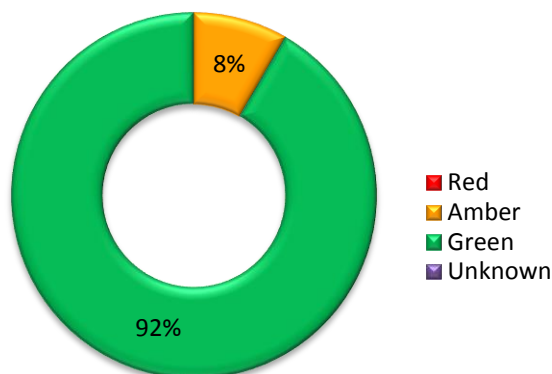
Following consultation with staff the locality targeted teams have been restructured with a focus on early help and managing risk taking behaviours in young people. The early help teams as they are now called cover four quadrants, East Lindsey, Lincoln and West Lindsey, South Holland and Boston and North and South Kesteven.

Workers typed in from family action, families working together, family support workers and targeted youth workers are now all line managed in the quadrants and have a generic job description, early help worker

to allow flexibility but also maintaining workers focusing on their individual skills of intensive support, working with young people or family support. Over the next year workers will be skilled up in working with young people who are exhibiting risk taking behaviour, restorative practise with signs of safety at the core of all working practises.

Reconfiguration of this nature has supported alignment with the Family Assessment Support Teams in each locality, ensuring that the needs of children and families are met through timely responsive intervention, according to need.

Young inspectors are proactive in providing external scrutiny as are Elected Members. Independent scrutiny of services is also undertaken through Ofsted inspections of children's centres and children's services with Early Help being judged exceptional and Safeguarding good.

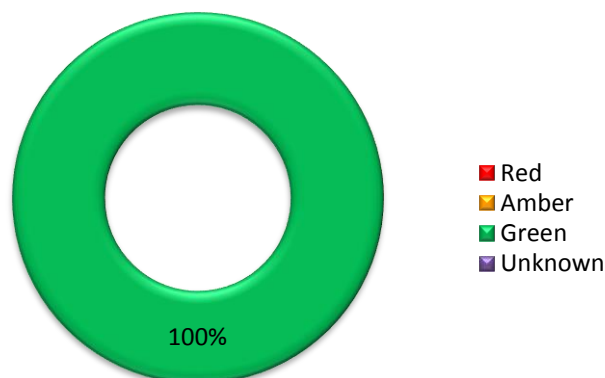


Regulated Services

Regulated Services has continued to meet targets in respect of key performance indicators, demonstrating that the services remain strong and ensures good outcomes for children and Young People. The Corporate Parenting Panel, Safeguarding assurance days and the Independent Reviewing Officers provide internal scrutiny of the activity and performance of the services provided to Looked after children. The introduction of Social Pedagogy and scrutiny through the Regulation 44 officer has ensured that outcomes for children looked after within children's homes remain good or outstanding. Regulated Services continually

monitors and evaluates its service at every stage of the child's journey through care to ensure quality and effectiveness.

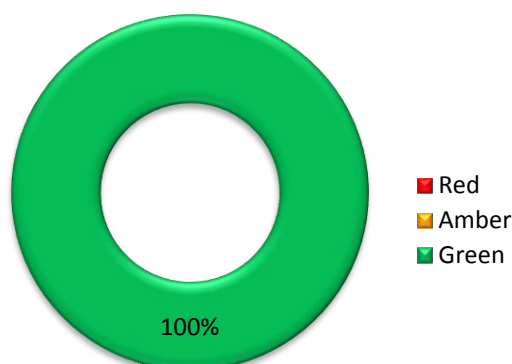
As is evidenced through the Adoption Scorecard, performance remains strong compared to the National average. The progression of a child's plan for adoption is robustly tracked throughout the adoption process from commencement of the adoption plan through to the adoption order being made. This ensures that every stage of the child's journey is effectively managed to ensure the best outcome with minimal delay. The numbers of children waiting for an adoptive family continues to remain low. Performance of the service is also monitored externally, through Ofsted, with all services being judged as Good or Outstanding.



Early Years

The following areas have been given good assurance:

- Support and Advice to Early Years Providers (including Schools)
- Educational Entitlement Funding (2 Year olds)
- Educational Entitlement Funding (3/4 year olds)
- Profiles Scores, Data Collection and Monitoring
- Early Intervention - Area SENCOs
- Supported Childcare Allocations and Inclusion funding

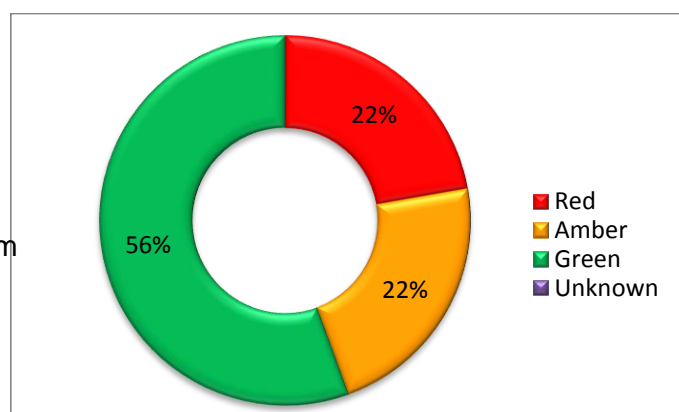


National and Local Authority targets continue to be met and externally evaluated performance indicators confirm that the Early Years Services continues to achieve a high degree of compliance. Customer feedback and feedback from statutory bodies is very positive.

The Early Years Foundation Stage outcomes for Lincolnshire have remained above national average, in 2015 Lincolnshire participated in an external assessment from the Standards and Testing Agency (STA) of our internal moderation processes and the outcome of this was that the LA met the requirements with additional strengths. The DfE, through the Achieving 2 Year Olds (A2YO) monitoring, have rated the take up of 2 Year Old Free Entitlement as good based on a higher than national average participation level (Green). All areas of responsibility will continue to be reviewed periodically against agreed action plans and actions updated throughout 2016 as necessary.

SEND

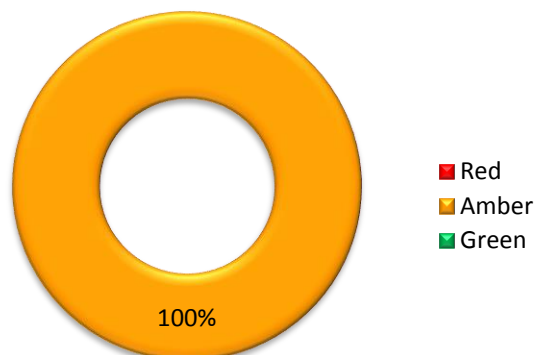
- Special Educational Needs
- Post 16 learners with Learning Difficulties and Disabilities
- Applied Psychology Service
- Sensory Education Support Team
- Early Support and Coordination Service
- Children with Disabilities Social Care Team
- Occupational Therapy Team
- Young Peoples Learning Partnership and Promoting Employment Team
- Specialist Teaching Team



The SEND Reforms, introduced in September 2014, set a new agenda around the way in which we support children with SEND. The challenges in transferring all young people with a Statement of SEN to an Education, Health and Care (EHC) Plan, over a three year period, are being monitored alongside the impact of the changes and the success of the new ways of working. There are regular reports to DMT and the Transitions Governance Board. New performance measures have been introduced to ensure service wide quality assurance. Independent reviews of the services delivered by the Educational Psychology team and the YPLP and PE team will inform the way in which these services are delivered in the future.

Education of Looked After Children

- Monitoring the education performance of looked after children through review of electronic Personal Education Plans (EPEP)
- Allocation of the Looked after Children's (LAC) Pupil Premium Grant to support the education plan (EPEP)
- Challenging and supporting schools and academies to improve educational progress of LAC
- Supporting admission and inclusion of LAC into mainstream schools



The EPEP is now completed three times a year. The EPEP system has been upgraded and this process has now been expanded to cover all non-statutory school aged LAC on roll of the Virtual School. Completion rates have been on target for the past two school terms up to December 2015. A process is now in place to ensure the (LAC) Pupil Premium Grant is allocated to schools as speedily as possible. A policy is now in place and the grant is requested by schools as an integral part of the EPEP review.

The Virtual School provides comprehensive training to schools and individual teachers on effective ways to support LAC. Pupil progress is regularly reviewed through a 6 weekly progress survey which is completed by the schools. This data provides the Virtual School with the ability to identify areas of underperformance and offer challenge and support to schools as appropriate.

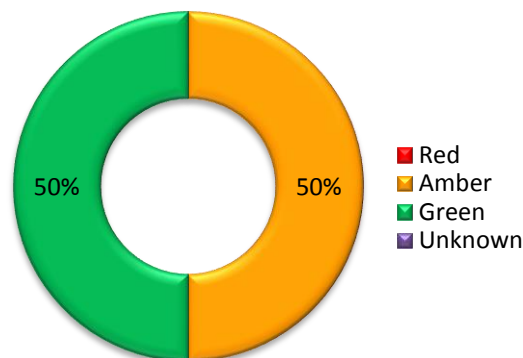
The Virtual School Team works with schools and LCC colleagues within the School Admissions Team and Social Care to ensure that LAC can access the appropriate mainstream school in a timely manner. Rates of Fixed Term Exclusions for LAC are in line with those nationally. The Virtual School offers advice, support and training to schools to ensure the emotional needs of LAC are met and exclusion is avoided wherever possible.

However, despite the progress above, there is still a need to maximise the impact of these developments in terms of providing support and challenge to real schools in improving the rate of academic progress for key groups of LAC and particularly for the proportion of our young people making good or better progress in Maths and English at Key Stage 4.

Financial Support

Calculation of school budgets

The 2013/14 radical school funding reforms introduced by Government are firmly embedded into the school finance teams processes, and a shared ownership and knowledge exists amongst senior members of the team. No material funding changes across all sectors are planned for 2016/17. The Authority Proforma Tool (APT) was submitted to the Education Funding Agency (EFA) in October provisionally outlining Lincolnshire's funding formula for 2016/17, and the Local Authority has received EFA confirmation that it is in line with guidelines. The team continue to have a structured timetable in place with assigned ownership to accurately calculate schools budgets for 2016/17 and within the EFA timescales.



Monitoring of school budgets

The Local Authority's role in monitoring of maintained schools budgets continues to be an important approach to monitoring and intervention of schools finances. Maintained schools use the medium term finance plan that aids a schools financial planning. The finance team each year receive schools medium terms finance plans to review their accuracy and to ensure the school is financially sustainable. The finance team continue to work with schools where they are in an overspend position or a potential overspend to assist / support the school in returning to a financially sustainable position. The schools finance helpdesk team provide support and advice to schools where they use Agresso the LCC finance system.

Approximately, 220 maintained schools use the LCC finance system Agresso. The Local Authority and Serco has had significant challenges following the implementation of Agresso on the 1st April 2015, and this has resulted in significant workloads being placed on the finance team on such matters as payroll errors, critical payments of suppliers, reviewing and implementing workflows, report writing etc. to support the schools in having accurate transactional data and monitoring. Although processes are embedded for effective monitoring of school budgets, the Agresso system has constrained the team in fulfilling this role successfully, due to the system functionality and additional workloads it has created for staff.

People Management

The People Strategy 2015-2016 identifies the Council's people management commitments to support delivery of the Council Business Plan. Whilst the People Strategy Implementation Programme has remained on plan, the impact on its strategic benefits, including improved staff retention of key groups, reduced levels of sickness, increased staff motivation, will continue to be closely monitored. The Council's ability to access HR management information over 2015-16 has been seriously impacted, due to issues with Agresso implementation.

The People Strategy is currently managed through six work streams:

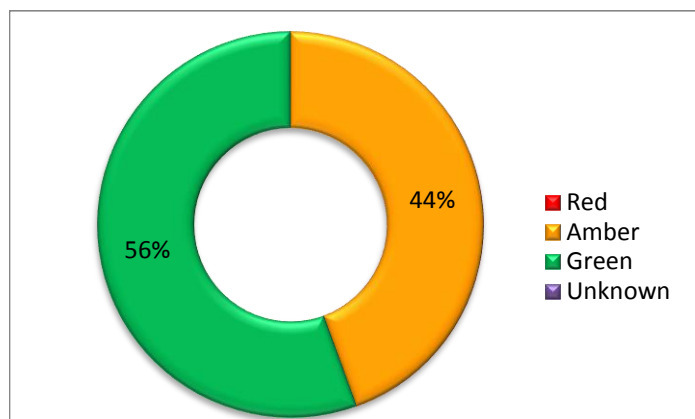
The following areas have good assurance:

- Leadership and Management Development
- Employee Engagement and Wellbeing (including IIP)
- Managing Employee Performance and Development

The following areas have amber assurance:

- Strategic Workforce Planning (previously Resourcing and Talent Management)
- Pay and Reward
- Organisational Change/Change Management

A key priority is to ensure the momentum of the People Strategy is maintained through the work streams towards realising the benefits of the strategy, and ultimately to ensure it supports the required organisation capacity and resilience to deliver the Council's strategic objectives. In light of ongoing organisational and workforce change, the Council will need



to ensure that the corporate priorities for the People Management Service will be to focus on the:

- Co-ordination of workforce change activities to ensure all associated organisational risks are managed
- Supporting the development of effective leadership skills in ensuring continued staff engagement/performance through times of significant change, in particular to ensure the resilience and well-being of individuals and teams
- implementation of the Council's talent management processes and improved processes to support the retention of key skills

The employee survey which was implemented in late 2015 will also assist the Council in fully evaluating whether the expected benefits of the People Strategy are being sustained, and will further inform the Council's People Strategy priorities in 2016 and beyond.

Suggested next steps.....

- To redesign our public health offering to families through engagement, consultation and transformation
- To develop and implement an inclusive Lincolnshire strategy to offer alternatives to exclusion from school
- To continue to embed the SEND reforms so children with a special educational need and / or a disability receive timely assessment and responsive services
- To implement a sector led approach to school improvement
- Work with our Internal Auditors to develop the 2015/16 Internal Audit Plan. Identifying where more independent assurance is required based on significance and risk of the activity, and where we can leverage assurance from other sources.

Strategic Risks



A key strategic risk for Children’s Services continues to be any potential failure to safeguard children. Work is ongoing to ensure that these risks are mitigated and children in Lincolnshire continue to have an outstanding safeguarding and early help service.

Council’s highest rated Strategic Risks for this area of the business

Safeguarding

Recruitment / Staffing

Examples of mitigating actions include:

- Audit of Section 11 (being conducted by People Management - Induction, Recruitment, Contract)
- Audit & Performance information to DMT for scrutiny
- Safeguarding Assurance days
- Independent Chairs - and Independent Reviewing Officers who quality assure the care plans of looked after children and children subject to child protection plans
- Team Manager Audits
- Lincolnshire Safeguarding Children Board Serious Case Reviews and Significant Incident Reviews
- Practitioner Supervision & Appraisal

Strategic Risks - Assurance Map as at 30th November 2015	OWNER	RISK APPETITE			DIRECTION OF TRAVEL	Management Assurance Status (Full, Substantial, Limited, No)	Corporate Functions & Third Party	Internal Audit	OVERALL ASSURANCE STATUS	COMMENTS
	RAG Rating for level of assurance Red (R)/Amber (A)/Green (G)									

Commissioning strategy - Our communities are safe and protected from harm

Safeguarding Safeguarding Children	Debbie Barnes	<p>Cautious</p> <p>(Regulatory standing & legal compliance - recognised may need to change the ways things are done but will be tightly controlled)</p>			<p>Improving</p>	G	G	Unknown	G	Recent Ofsted inspection resulted in a 'good' outcome - January 2015
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Commissioning strategy - We effectively target our resources so that individuals and communities experience the desired benefits and results

Recruitment / staffing Ability to recruit & retain staff in high level areas	Debbie Barnes	<p>Averse</p> <p>(People - Recognise that our staff are a valuable resource that requires investment by us to help sustain their health & wellbeing - low risk options taken to minimise exposure)</p>			<p>Static</p>	A	Unknown	Unknown	A	The wording of the risk has changed since last report. This has reduced to a limited assurance due to the feedback received from managers and directorate top 5 risks.
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Key Projects in Children Services

Signs of Safety – Green

SOS has continued to go from strength to strength, with 60 staff having attended the Intensive 5 day training programme which included frontline staff, Team Managers and Heads of Service. There are 100 Practice Leads in place across the County who have received bi-monthly sessions with Tracey Hill (SOS consultant), a plan in place to sustain SOS training with 19 internal staff looking to provide both introductory and specific workshops and by March 2016 all current frontline Children Services staff will have attended a minimum of a 1 day SOS introduction course and the majority having attended a 2 day programme.

All Child Protection Conferences have now been redesigned to sit in line with SOS with feedback from both families and partners as overwhelmingly positive. It is planned that in March 2016 Looked After Conferences will also be redesigned to follow the SOS framework.

Independent research is being undertaken by Kings College London as to the effectiveness of the SOS approach with a report due in March 2016.

Work is currently ongoing at aligning all policies and procedures, building on a wider vision for Children Services with SOS at the heart of this.

Integrated Health and Social Care – Amber

Lincolnshire Health and Care is an initiative which is looking to design better ways of providing essential health and social care services in the county. Currently health and care services are not working together as effectively as they could and with a growing and ageing population, the current approach will not be sustainable in the long run.

Lincolnshire Health and Care will provide residents with access to safe and good quality services, closer to home and avoid, where possible, a lengthy hospital stay. The services under consideration for children and young people are pediatrics, maternity and neo-natal and a range of community services which are part of pathways into and out of these services.

Detailed design work is taking place in order to inform a range of options for future service design which will be subject to public consultation during 2016 subject to NHS assurance processes.

Progress has been made in considering the options for pediatrics, maternity and neo-natal services but key risks to the delivery of the programme remain:

- Securing sufficient clinical leadership and engagement
- Capacity to deliver such an ambitious programme, including the reconfiguration of community services
- Complexity of developing robust modelling and assumptions
- Response to public consultation

Lincolnshire Learning Partnership – Amber

We are committed to implementing a sector led approach to school improvement to drive forward and improve educational outcomes. We have established an Education Board, and are training all Head Teachers in peer review to build capacity in the sector. We are also working with the Regional School Commissioner to build capacity through Teaching Schools and National Leaders of Education

Inclusive Lincolnshire – Amber

Working with schools, we have developed a strategy to promote inclusion in our schools and aspire to be a local authority with zero exclusions within 3 years. The schools have invested in the development of a behavioural outreach services so we will have a clear ladder of interventions to support schools to reduce the need to exclude children and young people from school.

Transfer of 0-5 Public Health Nursing – Amber

From 1 October 2015 the responsibility for commissioning public health services for children aged 0-5 and Family Nurse Partnership (FNP) services transferred from NHS England to local authorities.

Health Visitor (HV) and FNP services are currently commissioned on a GP registered basis; however from October 2015 these services will be delivered on a local authority resident population basis as described in the National Specification for Health Visiting. This change has given rise to concerns, shared by colleagues both within the East Midlands and across the country around how this transition can be managed to ensure patient safety, choice and quality.

To address these concerns, and mitigate inherent risks, we have been working with neighbouring authorities in an attempt to both scope the extent of the issue i.e. how many children and families are affected and to agree a set of principles to work to. This work is furthest advanced with North Lincolnshire and North East Lincolnshire, with whom the transfer is underway. The focus of this work has been to ensure the safety of children and families and we will address other issues once we are aware of the scale of these issues with each of our neighbours.

We are currently in dialogue with all other neighbouring authorities with an intention that all families will be safely transferred by April 2016. We have been able to identify all the children we will be transferring out but are still awaiting figures from some of our neighbouring Authorities to identify the children transferring in to us.

Transformation of HR Services – Red

The transformation of the HR and Payroll Service has not been fully realised within the expected timescales due to the impact of the Agresso implementation. A project covering the HR and Payroll Portfolio has now been established by Serco which will focus on delivering the business benefits to the Council during 2016-17, arising from enhancements to processes and technology. This project will be monitored and reported through the Serco/LCC Transformation Board chaired by the Council's Chief Information and Commissioning Officer.

Looking Ahead



People

People are key to the work we do. Children's Services are committed to developing staff and ensuring that staff are delivering in an efficient way.

Money

Children's Services budget continues to be robustly managed in a time of challenge.

Resilience

Children's Services have sound processes to ensure and maintain resilience, including a clearly communicated Business Continuity Plan.

Localism

Children's Services continues to work in a local way through area offices and Children's Centres and ensuring the child and family are at the centre of our work.

Partnerships

Effective Partnerships with schools, communities, other agencies remains critical to the delivery of effective children services to support families

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