

# **HALTON JOINT AREA REVIEW**

## **Improvement Plan**

**September 2008 – March 2009**

Halton's Joint Area Review (JAR) was highly successful, as it has judged us to be one of the top performers in the country using the new tougher inspection framework. A number of strengths, across the range of services visited, were recognised in the JAR final report, with a final assessment that Halton's Capacity to Improve further is Excellent. This judgement is based on Halton's ability to assess its performance and develop challenging actions and milestones to bring about significant improvements in outcomes for children and young people in Halton.

However there were some areas for improvement noted in the JAR report. In particular these relate to the difficulties faced by specific groups of children and young people in Halton such as young people not in education, employment or training, outcomes for our children leaving care and transition planning for young people with complex needs. These issues are well known to the Children's Trust locally and each continues to offer significant challenge for us working together and as individual agencies and organisations to bring about positive change in the future.

The JAR Improvement Plan offers the opportunity to reflect on JAR and our journey to date in tackling these complex issues for children and young people locally. When doing so we almost immediately begin to observe that the solution now lies beyond the traditional hub of children's services or more recently in the children's trust arrangements. It is in fact about how we join up across the partnerships locally to develop a shared understanding of roles and responsibilities to our children and young people in order to bring about coherent and effective services that can sustain children into adolescence as well as support them into adulthood.

A key goal for the plan therefore is to detail how securing improvements will be enabled by a number of external forces that require the input of aspects outside the hub of children's services and children's trust arrangements. Moreover joining up processes not traditionally within the context of children's services is an opportunity to engage with a wider agenda in the borough that will assist in improving outcomes for children, young people and their families in Halton.

The design of the plan therefore simply describes the identified area of improvement, the actions required to address it and who is responsible for leading on actions and what mechanisms we believe will help us achieve our goals. Some of these enablers are already available, some may not yet be developed, however each is key to delivering on the actions noted in the JAR Improvement Plan but perhaps more importantly are key to improving outcomes for children and young people in Halton. .

Improvement Area	Lead	Actions/ Milestones	By When	Overarching Strategy/Links to Other Strategies	Process Enablers
Increase numbers of Care Leavers in Education, Employment or Training	HBC CYPD OD Preventative Services OD Specialist Services	<p>All CiC at year 10 and above will have a personal action plan to ensure they are all EET</p> <p>A fully funded Directorate and Council wide work experience scheme will be agreed and in place offering sufficient placements and jobs to meet demand.</p> <p>Strengthen partnerships with private enterprise in order to secure similar opportunities for CiC at yr 10 e.g. traineeships, mentoring, shadowing etc</p> <p>Every CiC at year 10 and above will, should they need one, have a named mentor who will be responsible for ensuring the Council and Children's Trust deliver on their commitment to support the Young Person into EET</p>	December 2008	<p><b>Children in Care Strategy</b></p> <p>NEET Strategy and Action Plan:</p> <p>Recruitment and Retention Strategies in Health and Community and Children and Young People</p> <p>Corporate 'People' Strategy (tbc)</p> <p>Supporting People Strategy</p>	<p>Detailed approach to E&amp;D Strategy which includes actions on all vulnerable groups</p> <p>Improve Data Collection and Analysis</p> <p>Use of intelligence to inform decision and direction of strategy and action</p> <p>Improve medium term financial planning to ensure longer term plans and aims can be planned for and achieved</p>

Improvement Area	Lead	Actions/ Milestones	By When	Overarching Strategies/ Links to other strategies	Process Enablers
		<p>Review relevant strategies to ensure the EET needs of this population are fully addressed and based on best evidence.</p> <p>Increase numbers of CiC supported to engage in informal learning and achievement in Youth Service (including Duke of Edinburgh Awards and Youth Volunteering) as a state of readiness indicator for more formal EET</p>			
Increase permanent accommodation for all care leavers	HBC DM Children in Care	<p>Conduct review of current accommodation and support provision for care leavers in Halton.</p> <p>Additional support workers in place CSW (EET) and Support Assistants.</p>	December 2008	<p><b>Children in Care Strategy</b></p> <p>Joint Planning and Commissioning Framework</p> <p>Supporting People Strategy</p> <p>Homelessness Strategy</p>	<p>Use of intelligence to inform decision and direction of strategy and action</p> <p>Accommodation Commissioning Plan in order to increase options for care leavers</p>

Improvement Area	Lead	Actions/ Milestones	By When	Overarching Strategies/ Links to other strategies	Process Enablers
<p>Improve quality and consistency of annual review reports for children and young people with LDD and that schools are challenged where practice is not good enough</p>	<p>HBC DM SEN DM Complex Needs</p>	<p>Improve recording of the views of parents, carers, children and young people across the SEN process</p> <p>Improve monitoring arrangements for annual reviews to ensure progress is routinely charted and to ensure any practice within schools and across any other professionals involved in the care plan is challenged.</p> <p>Develop role of Independent Reviewing Officers in this area as a means of monitoring reviews and offering challenge to ensure processes robust and appropriate to meet the needs of the children and young people.</p>	<p>March 2009</p>	<p><b>Strategy for the Inclusion of Pupils with LDD</b></p> <p>Building Bridges Strategy</p> <p>Multi Agency Transition Strategy for Young People with Complex Needs</p> <p>NEET Action Plan</p> <p>Children's Integrated Workforce Strategy</p>	<p>Development of Integrated Commissioning and Business Unit to bring together information and analysis that can inform best practice</p>

Improvement Area	Lead	Actions/ Milestones	By When	Overarching Strategies/ Links to other strategies	Process Enablers
Ensure all eligible children and young people with LDD have a transition plan and that this transition plan is of good quality and reviewed regularly	DM Children with Complex Needs	<p>Develop recording and reviewing standards for transition planning processes to ensure that all transition plans are robust, challenging and meet the needs for each child</p> <p>Develop comprehensive approach to meeting needs and wishes of young people incorporating person centred planning/ transition reviews and SEN Reviews.</p> <p>All young people with complex needs aged 14-17 who move into adult services will have a person centred plan.</p>	March 2009	<p><b>Multi Agency Transition Strategy for Young People with Complex Needs</b></p> <p>Strategy for the Inclusion of Pupils with LDD</p> <p>Building Bridges Strategy</p> <p>NEET Strategy and Action Plan</p> <p>Building Schools for the Future</p>	Use of intelligence to inform decision and direction of strategy and action

Improvement Area	Lead	Actions/ Milestones	By When	Overarching Strategy/ Links to Other Strategies	Process Enablers
<p>Agree, communicate and Implement the detail of Integrated Youth Support and Development Arrangements</p>	<p>HBC OD Preventative Services</p>	<p>Implement a single management structure to deliver effective integrated services to ensure all parties are involved and able to contribute fully to strategic planning, devising local targets and developing the workforce</p> <p>Ensure skills and experience across youth workers and PA's across settings are effectively utilised to ensure value for money and that needs can be met in a broad range of settings in order to improve the management of young people's learning and staff development.</p> <p>Improve opening times of youth centres/projects across the range of provision available to meet needs/wishes of young people.</p>	<p>March 2009</p>	<p><b>Integrated Youth Support Strategy</b></p> <p>Preventative Services Strategy</p> <p>Integrated Children's Workforce Strategy</p> <p>Supporting People Strategy</p>	<p>Use of intelligence to inform decision and direction of strategy and action</p> <p>Improve medium term financial planning to ensure longer term plans and aims can be planned for and achieved</p> <p>Develop Integrated Commissioning and Business Unit to coordinate data collection, analysis and strategy development that focuses on addressing identified priorities across the Council and it's partners. Unit to include integrated children's workforce development across the children's trust</p> <p>Use existing ideas of good planning and develop across structures</p>

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Increase the number of young people in education, employment or training	HBC CYPD OD Preventative Services  Area Manager Connexions	<p>Develop support services to improve motivation and attitudes of young people and strengthen how current provision engages with young people</p> <p>Improve data collection and analysis systems to inform future planning decisions in a comprehensive way</p> <p>Improve challenge given to contracted providers through commissioning arrangements, contract monitoring and improved SLAs.</p> <p>Understand using best evidence and consultation why 17-18 years olds drop out of learning and how young people can be lost in the system and develop strategies to prevent this loss.</p> <p>Increase numbers of NEET supported to engage in informal learning and achievement in Youth Service</p>	March 2009	<p><b>NEET Strategy and Action Plan</b></p> <p>Children in Care Strategy</p> <p>Joint Planning and Commissioning Framework</p> <p>Supporting People Strategy</p> <p>Preventative Services Strategy</p> <p>IYS Strategy</p> <p>Building Bridges Strategy</p> <p>Multi Agency Transition Strategy for Young People with Complex Needs</p> <p>Building Schools for the Future</p> <p>H&amp;C – Joint working</p>	Develop Integrated Commissioning and Business Unit to coordinate data collection, analysis and strategy development that focuses on addressing identified priorities across the Council and it's partners.



		(including Duke of Edinburgh Awards and Youth Volunteering) as a state of readiness indicator for more formal EET		with the Enterprise and Employment team  Recruitment and Retention Strategies across all Directorates Environment	
<b>Improvement Area</b>	<b>Lead</b>	<b>Actions/ Milestones</b>	<b>By When</b>	<b>Overarching Strategy/ Links to Other Strategies</b>	<b>Process Enablers</b>
Breastfeeding and obesity outcomes that are worse than in similar areas	Assistant Director Child and Family Health Services	Review the tracking, accountability and review arrangements of the current initiatives in relation to breastfeeding, infant mortality and childhood obesity to ensure they take into account short, medium and long term targets as a means of enabling improved performance managements	March 2009	<b>Ambition for Health</b>  Preventative Services Strategy	Youth Service to contribute to a 'Healthy Youth Setting' standards being developed to mirror Healthy Schools Initiative.  Integrated service delivery through Children's Centres  Child Health Promotion Programme

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Further develop, improve and coordinate systems to monitor and evaluate health outcomes.	Assistant Director Child and Family Health Services  Chair - Halton Safeguarding Children Board	Develop systems of information gathering, which can work better together to track progress and report small steps improvement and benchmark against statistical neighbours.  Ensure relevant strategies are linked in order to ensure joined up thinking and best use of resources  Further embed the learning taken from serious case reviews across the partnership to ensure best practice is shared and owned	March 2009	<b>Ambition for Health</b>  Weight Management Strategy	Develop Integrated Commissioning and Business Unit to coordinate data collection, analysis and strategy development that focuses on addressing identified priorities across the Council and it's partners.  HSCB to ensure best practice is shared across the partnership.

Improvement Area	Lead	Actions/ Milestones	By When	Overarching Strategy/ Links to Other Strategies	Process Enablers
Develop a medium term financial strategy that encompasses the contribution of all relevant partners	HBC OD Business Planning and Commissioning	<p>Develop integrated medium term financial planning across the Partnership</p> <p>Identify within each agency all funding spent on children's services and then to use this information to develop services together.</p> <p>Ensure all funding streams are identified including Health and LSC</p> <p>Secure longer-term ambitions by extending partnership budgets beyond one year.</p>	March 2009		<p>Develop system to enable medium term financial planning, based on information coming through partnership boards and Integrated Commissioning and Business Unit</p> <p>Review Council's medium term financial planning arrangements</p>

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Improve Accountability Arrangements in Children's Trust	HBC OD Business Planning and Commissioning	<p>Develop protocols to address dispute resolution within the Trust</p> <p>Develop strategies and processes to address how corrective action can be taken should performance drift off target.</p>	March 2009	<p><b>Terms of Reference for Children's Trust and Business Plan</b></p> <p>s.75 Agreement/Memorandum of Understanding</p>	Review LSP performance arrangements
<b>Improvement Area</b>	<b>Lead</b>	<b>Actions/ Milestones</b>	<b>By When</b>	<b>Overarching Strategy/Links to Other Strategies</b>	<b>Process Enablers</b>
Approach to Equality and Diversity to be more robust and address the needs of all communities in Halton	HBC Strategic Director Health and Community as Chair of Corporate Equality and Diversity Group	<p>Ensure actions for improvement in Equality and Diversity Strategy and Action Plan are clear, challenging and meet the needs of the community</p> <p>Improve quality of EIA's to ensure they are robust and congruent with the aims of the E&amp;D Strategy</p> <p>Review approach to attainment of all vulnerable groups and consider need for specific priority and/or strategy to address e.g attainment of white working class boys</p>	March 2009	<p><b>HBC Equality and Diversity Strategy and Action Plan</b></p> <p>Directorate's own Equality and Diversity Strategy and Action Plan</p> <p>Corporate EIA Policy</p> <p>All strategies to comply with messages and actions contained in E&amp;D Strategy</p>	<p>Data Collection and Analysis</p> <p>Use of intelligence to inform decision and direction of strategy and action</p>

Improvement Area	Lead	Actions/ Milestones	By When	Overarching Strategy/ Links to other strategies	Process Enablers
Improve Data Collection and Intelligence Systems	HBC OD Business Planning and Commissioning	<p>Develop data analysis systems to promote workforce planning. Identify area responsible for development and coordination across Council, Partners and Partner Organisations to ensure future workforce needs are identified and addressed systematically</p> <p>Develop better data collection and analysis systems that deliver the intelligence required to improve outcomes</p> <p>Develop Integrated Commissioning and Business Unit to coordinate data collection, analysis and strategy development that focuses on addressing identified priorities across the Council and it's partners.</p>	March 2009	Relevant to all strategies	<p>Identify workforce to develop systems</p> <p>Develop structures within organisations able to bring together the required information</p> <p>Use existing ideas of good planning and develop across structures</p>