

NORTH EAST LINCOLNSHIRE COUNCIL

CHILDREN, YOUNG PEOPLE AND FAMILIES WORKFORCE DEVELOPMENT STRATEGY 2016-2019

INTRODUCTION

In North East Lincolnshire the Children's Partnership Board is committed to shifting resources towards greater prevention and early help. (*Family Support Pathway and Threshold of Need Child Concern Model Nov 2015*). Our aim is to reduce the demand for specialist services and crisis intervention by working with children, young people and families, supporting them to deal with problems early, before they become too big for them to handle. In practice this may mean working with parents experiencing issues such as domestic abuse, mental illness, substance misuse, or helping young parents. It might mean working with teenagers involved in crime, child sexual exploitation or anti-social behavior; working with children and young people who experience neglect, poor health or who have poor achievement or aspirations for their future.

We aim to identify children, young people and families with high risk factors and low protective factors and provide support at the earliest opportunity with an effective and more personalised service. We are also aware that to identify innovative, efficient and effective solutions, the workforce will have to work collaboratively across organisational boundaries. As fiscal measures bite, we have to rethink the way in which we organise and deliver services, and we believe that improved co-ordination, based clearly on the needs of children young people and their families, will be part of the solution.

This move towards prevention and early intervention will require from our workforce a change of focus. It will move from a position of creating dependency, to that of enhancing the capabilities of parents, children and young people to develop positive relationships and behavior, supporting them to deal with their issues. The workforce will also need to involve the right people who can offer support at the right time. We recognise that families are best placed to understand their own needs and support networks and we are committed to placing the views and the voice of children, young people and their families at the heart of everything we do.

*"North East Lincolnshire
will be a place where
children and young people
are given opportunities to
enable them to live
independently and get the
skills for getting the job
they want"*

Children and Young
People's Plan 2015 -2016

This will require changes in the attitudes and behavior of the workforce. The development of a different kind of relationship with families, communities and partners will be key to achieving positive outcomes.

This Children, Young People and Families Workforce Development Strategy 2016-19 is designed to support the changes that will be needed as we implement this new way of working.

This strategy outlines how we will equip those who are leading, working and volunteering with children, young people, their families and carers to achieve change and to provide the effective support that will improve people's lives. It focuses on:

- The knowledge, skills, values and behaviours needed by the workforce to communicate with and empower children, young people and families, supporting self-direction and independence.
- The development of excellent quality practice in joined up responses to the signs of risk in vulnerable children and within families.
- The emphasis on delivering on excellent, value for money outcomes that are shared across the partnership.
- The importance of the quality of relationships when working with citizens, practitioners, partner organisations, managers or leaders.

This Strategy aligns with the following: North East Lincolnshire LSCB Learning and Development Strategy 2015-17, North East Lincolnshire Council People Leadership and Development Strategy, North East Lincolnshire Creating Stronger Communities Service Plan 2015/16, Creating Stronger Communities Evaluation Plan July 2015, North East Lincolnshire Prevention and Early Intervention Strategy 2014-16, Family Support Pathway and Threshold of Need and Child Concern Model Nov 2015, North East Lincolnshire LSCB Guidance and Procedures, and Children and Young People's Plan 2014-16.

The Strategy has three parts:

Part 1: The aims and scope of the strategy, the challenges we have to face and our approach to this.

Part 2: The 0-19 programme and the 21st Century Workforce Action Plan which describes the way in which we will implement the strategy is currently in development.

Part 3: Evaluation of impact. We will evaluate the impact of this strategy on a yearly basis. The evaluation model is contained in Part 3 of this document and is aligned to our Creating Strong Communities Evaluation Plan July 2015 which has been developed with support from York Consulting. This evaluation approach concentrates on effectiveness, impact and cost effectiveness.

The results from our evaluations will inform our thinking, it is anticipated that this strategy will be refreshed every three years.

PART 1 - AIM AND SCOPE

The aims of the Strategy are:

- To build a knowledgeable, highly skilled and confident workforce that can reach across the complexity of the children's social care system, from practice within the wider community right through to social work, and together can deliver the outcomes of the Creating Stronger Communities project.
- To develop a children, young people and families workforce that builds and develops respectful and collaborative professional relationships.
- To ensure that every child, young person or family receive an appropriate and consistent response at the point of need.

- To ensure that safeguarding risks are managed effectively and efficiently when working to support children, young people and families.

VALUES

The values underpinning all our work are:

Valuing People – the welfare of the child or young person is paramount.

Honesty – we will be clear about what can and what cannot be done and by building trusting relationships the views and wishes of children, young people and families will be heard, represented and respected whatever their ability, ethnic origin, gender, health, sexuality, disability or religion.

Continuous Improvement - Services will promote and strive to improve all aspects of health, education and wellbeing of children and young people, through more effective and efficient ways of working together and supporting our communities

Commitment – Children’s welfare and safety is everyone’s responsibility.

Behaving with Integrity – The child’s best interests are usually met within his/her family and wherever possible we will support this by working in partnership with families and communities.

Openness – information, advice and guidance will be made available to all children, young people and families to help family members make their own decisions.

The Scope of the Children’s Workforce

The children’s workforce includes volunteer and working practitioners, supervisors, practice leads, managers and leaders at all levels. This workforce will be found in organisations across North East Lincolnshire - in the local authority, in schools, in health settings (the NHS, GP’s, Community Nurses, School Nurses and Health Visitors), in the police, in CAMHS, in probation services, youth offending teams, children’s centres, housing and a wide variety of voluntary, private and community sector organisations who provide support to children, young people and their families.

Family Support Pathway in North East Lincolnshire

Table 1 overleaf identifies where the role and responsibility of workers involved in the wider children, young people and families workforce sits in relation to prevention, early intervention, targeted intervention and specialist intervention.

TABLE 1

ROLES AND RESPONSIBILITIES IN PREVENTION AND APPROPRIATE INTERVENTION	WORKERS INVOLVED
<p><u>UNIVERSAL</u></p> <p>A range of services and activities available to all.</p>	<ul style="list-style-type: none"> • Schools - Teachers, school support staff, school meals staff and playground staff (in maintained, academies, private and independent schools) • Early years education and provision: private voluntary and community playgroup workers, day nurseries, child-minders, nannies, play workers • Colleges: further education staff and training providers • General youth work (including voluntary groups - scouts, guides etc.), police and fire service school liaison, sports coaches, sports clubs and officials, sports development co-ordinators, play workers, music teachers, children's performing arts groups • Police • Health: GP's, school nurses, health visitors, dentists, community health practitioners, ambulance services, accident and emergency departments • Fire service • Housing officers • Employment workers and Careers Guidance workers • Libraries, museums and galleries, visual and literary arts workers
<p><u>UNIVERSAL PLUS</u></p> <p>Universal Plus aims to identify children, young people and families that need some targeted help and support to get back on track before problems turn into crisis</p>	<p>All services listed above in Universal plus the following: Concerns can be raised and support received from:</p> <ul style="list-style-type: none"> • Family Hubs • CAMHS workers • Teenage pregnancy workers • Sexual health services • Teenage drugs and alcohol services
<p><u>VULNERABLE</u></p> <p>Early Help Assessment (formerly known as CAF) – This refers to children, young people and families who have been assessed as having additional needs which cannot be provided for purely by the universal and universal plus provision above.</p>	<p>All services listed above in Universal, Universal Plus and the following:</p> <ul style="list-style-type: none"> • Behaviour and education support teams, SEN teachers, targeted youth workers, targeted housing workers, voluntary community support groups, YOS workers, young and safe workers, fire service prevention work, early years and childcare workers dealing with specific vulnerable children, CAF/CASS advisers, foster carers, outreach and family support workers within the voluntary and community sector, transition workers (disability), troubled families workers, youth offending institutions. <p>Needs may be met by an additional piece of support by one agency or a number working together to address the identified needs of the whole family, but the universal provision remains part of the overall plan.</p>
<p><u>COMPLEX</u></p> <p>Child in Need the threshold for statutory involvement where without statutory support the child/ren or young person's outcomes will be significantly reduced.</p>	<p>Lead workers:</p> <ul style="list-style-type: none"> • Children's Assessment and Safeguarding Service (CASS) • Children's Disability Service (CDS) • Multi Agency Safeguarding Hub (MASH) <p>These services are the front door to children's social care. Families at this level will also have access to all universal and targeted services.</p>
<p><u>SEVERE</u></p> <p>Children subject to a child protection plan Looked after children Children with severe and complex special educational needs Children with complex disabilities or complex health needs Children diagnosed with significant mental health problems Young offenders involved with the Youth Justice Services (community and custodial)</p>	<ul style="list-style-type: none"> • Children's Nurses • Paediatricians • Clinical Psychologists • Children's Allied Health Professionals, • Educational Psychologists, • Specialist Teachers, • Police Safeguarding Unit and Social Workers • Children's Home Staff. <p>These children, young people and families would have access to all universal and targeted services.</p>

NORTH EAST LINCOLNSHIRE OUTCOMES FOR CHILDREN AND YOUNG PEOPLE AND FAMILIES

In North East Lincolnshire we want to achieve significant and sustained improvement in outcomes, and this requires that our workforce develop the skills to maximise every opportunity to improve these outcomes for our children, young people and families. To do this we are developing our approach to Outcome Based Accountability (OBA). This model will ensure that the resources and efforts of staff from across all the organisations that make up The Children's Partnership, are directed at making a positive impact against specific outcomes. We are also embedding a restorative leadership model throughout the Children's Partnership to develop and empower staff to fulfil their role in a constructive and empowering environment.

The indicators against which success will be demonstrated are from the North East Lincolnshire Outcomes Based Accountability Framework. Although many of the outcomes in the framework impact on children, young people and their families, only the outcomes where the children's workforce are involved are included here:

1. ALL PEOPLE IN NEL ENJOY AND BENEFIT FROM A STRONG ECONOMY

Overarching outcomes:

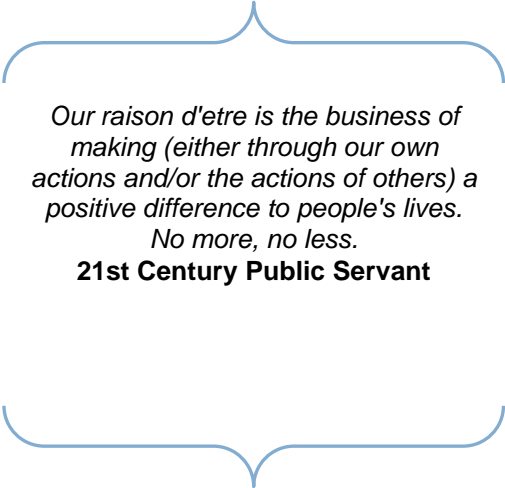
- Improved housing offer

Start and Develop Well

- No of children in poverty
- Apprentice places taken by local people
- % of families living in temporary accommodation

Live and Work Well

- Employment rates



Our raison d'etre is the business of making (either through our own actions and/or the actions of others) a positive difference to people's lives. No more, no less.
21st Century Public Servant

2. ALL PEOPLE IN NEL FEEL SAFE AND ARE SAFE

Overarching outcomes:

- Domestic abuse rates
- Crime rates
- All people feel safe in their home and outside their home
- ASB rates
- Hate crime

Start and Develop Well

- No. of young people involved in criminal activity
- Incidences of child sexual exploitation
- Incidences of abuse
- No. of looked after children
- %age of children who are classified as 'in need'

Live and Work Well

- Incidences of abuse

3. ALL PEOPLE IN NEL ENJOY GOOD HEALTH AND WELL BEING

Overarching outcomes:

- %age of people reporting 'emotional wellbeing'

Start and Develop Well

- Smoking in pregnancy rates
- Self-harm hospital rates age 10-24 years
- Perinatal and infant mortality rates
- Childhood obesity/healthy weight
- Hospital admissions as a result of drug or alcohol misuse (under 18)
- %age of children showing a good level of development at age 5

Live and Work Well

- Sexually transmitted disease rate of diagnosis
- No. of opiate users aged 15-64 years
- Gap in employment rate between those with long term conditions and overall employment rate 16-64 years

4. ALL PEOPLE IN NEL BENEFIT FROM SUSTAINABLE COMMUNITIES

- %age of people who feel they're engaged in decision making on issues affecting their lives

5. ALL PEOPLE IN NEL FULFIL THEIR POTENTIAL THROUGH SKILLS AND LEARNING

Overarching outcomes:

- Educational attainment rates (key stages, GCSE and further education)

Start and Develop Well

- Teenage pregnancy rates
- School attendance
- NEETS

Live and Work Well

- Rates of literacy and numeracy
- %age of people participating in further or higher education

In addition this strategy links in with the **North East Lincolnshire LSCB Strategy** in ensuring that multi agency learning opportunities are provided, to up-skill and inform managers and practitioners around the current LSCB priorities, which are:

- Incidence of Abuse
- Incidence of Neglect

- Incidence of Child Sexual Exploitation
- Incidence of Domestic Abuse

NATIONAL CONTEXT

There is considerable evidence to demonstrate the importance of help being offered to children, young people and their families at an earlier stage of need. The recommendations from the Munro Review of Child Protection (Munro 2011) and OFSTED's report on early help for children (March 2015) both emphasise the role of the wider community of people who work and volunteer within the children, young people and families workforce. Early intervention has had a high profile at national policy level following the Graham Allen report *'Early intervention: the next steps'* (2011), the National Audit Office *'Early Action: landscape review'* 2013 and the Action for Children *'A stitch in time; the case for early support'* 2014. These reports all present the case for the cost effectiveness of reaching out early enough to children young people and families, before the issues become entrenched. It is clear from the recommendations of the Munro Review of Child Protection (Munro 2011) and findings from recent serious case reviews and OFSTED judgements, that there is a need for the development of effective approaches to prevention and early help. Instead of a reliance on a system which supports over-referral to social care. Children, young people and families with additional needs need to be routinely and consistently identified and offered effective early help. We need to build a robustness and rigour into early help practice that will ensure that the promotion of health, wellbeing and achievement is at the forefront of our work and that safeguarding risks are managed.

The research on the 21st Century Public Servant (2015) indicates the importance of a different set of skills, attributes and values for public employees that will have a profound impact on the way that people work with our communities and with each other. The emphasis on working co-productively and on distributed and collective models of leading, indicate the need for a system wide response to the complex problems that children, young people and families face. To achieve this co-productive way of working we will require that practitioners and managers are good with people and can form effective working relationships with children, young people and their families. No one person will have the right answers but they will be required to listen to others, continually learn and be reflective. In complex situations they will have to acquire new skills quite quickly, share their learning and learn from mistakes. To do this they will need to operate in a reflective environment that is constructive and empowering. Therefore not only practitioners and volunteers have a changing role to play, but so do team leaders, supervisors and managers, in leading practice and in creating that type of environment. We want to ensure that relationships in a practice or leadership context are built on respect and collaboration so that they build an environment of mutual learning that enables changes to occur.

LOCAL CONTEXT

Extensive research, discussion and consideration of the issues we are facing have already taken place within North East Lincolnshire, (North East Lincolnshire Prevention and Early Intervention Strategy 2014-16). We believe that we have strong communities, many dedicated and committed managers, practitioners, volunteers and many examples of excellent family centred practice that make a positive difference to the lives of children, young people and families within North East Lincolnshire. There have been and continue to be improvements in outcomes for children, but we are working in a multifaceted environment involving issues such as neglect, domestic abuse and substance misuse that

become complex when combined with wider issues of sexual abuse, child sexual exploitation, unemployment, homelessness, poverty or depression. We need to ensure that the workforce recognises and deals effectively with these issues at an early stage. We recognise that these complex issues need innovative solutions that require focussed interventions and long term solutions. The earlier we can tackle these issues with children, young people and families, by working on prevention and early intervention, the more chance we have of making a difference. We aspire to achieve significant and sustained improvement by developing and testing new ways of working across The Children's Partnership. This can only be done by ensuring that our children's workforce has the right knowledge, skills and behaviours and the right support to deliver coherent and accessible help that makes the maximum impact.

Our Strengths-Based Model Of Social Care

In North East Lincolnshire we have designed an innovative model of social care for children, young people and families called 'Creating Stronger Communities'. This model is bringing together four different approaches to practice that we believe will fundamentally change the way we work, how we work together to safeguard vulnerable children and how we interact with service users.

The four approaches we intend to embed are:

- Signs of Safety
- Restorative Practice
- Outcomes Based Accountability
- Family Group Conferencing

The Creating Stronger Communities project is a working pilot which seeks to focus on continuously improving outcomes in an environment of change and an uncertain economic climate. The whole workforce will be expected to deliver value for money and will increasingly be operating within new infrastructures as practice develops and changes. It will be essential in such an environment to ensure that we have a workforce that is confident to work with constant change and who can build and develop practice together with children, young people, their families and each other.

This project has been funded by the DfE Social Care Innovation Fund and we are aware that this project will need to be delivered in a changing economic climate and needs to be self-sufficient in the long term. Commissioning will play its part in the business model and staff will need to be prepared for the skills and knowledge that these processes will require. As was identified in the 21st Century Public Servant (2015), it is imperative that leaders and practitioners at all levels need to understand and demonstrate the appropriate blend of commercial skills, and new public sector ethos that the current economic climate requires. This project will align with the People Leadership and Development Strategy 2015-18.



It is North East Lincolnshire Council's vision that all services will use the Signs of Safety approach and restorative practice as the building blocks of how we practice and meaningfully engage with families

Family Support Pathway And Threshold Of Need Child Concern Model Nov 2105



Our intention is to do the following:

We believe that to deliver the full range of what will be needed we will require a thorough understanding of the roles, responsibilities and standards of partners across the whole

system. We also need to clarify the infrastructure required to support and challenge practice effectively. We have already contributed to the development of a Yorkshire and Humber Children's Workforce Professional Capabilities Framework and we are developing this work to create our own Children, Young People and Families Capabilities Framework, based on the North East Lincolnshire Child Concern Model, (Family Support Pathway And Threshold Of Need Child Concern Model Nov 2105).

It will describe the skills, knowledge, understanding and values that everyone should have if they work with children, young people and their families. This framework will provide guidance on the professional standards required of new starters, experienced practitioners, managers and leaders in the workforce, so that they understand the expectations required for effective professional practice. The benefits of this will be a framework that can be used to build and monitor the highest quality practice and learning and development, which will contribute to best possible outcomes for children, young people and their families.

OUR PRIORITIES FOR THE CHILDREN YOUNG PEOPLE AND FAMILIES WORKFORCE

To achieve the vision that we have for the Children and Young People and Families Workforce outlined within this strategy, we will concentrate on the following priorities, which we believe will make the greatest impact.

Embedding a New Organisational Operating Model

We have made a commitment to improving outcomes for children, young people and families in North East Lincolnshire and to reduce the demand for high cost specialist services at the same time. We have established the Creating Stronger Communities model and recognise that we need to work differently to embed this model as a foundation for the way we work with our community and our partners.

We will have staff in the right place at the right time when the needs of the children and young people present themselves.

We will ensure that staff are effective working with children, young people and families, who are able to develop good relationships with children, young people and their families to identify and assess need and have the right values and behaviours to work effectively and co-productively with children young people and families and with each other, to deliver excellent outcomes.

We will encourage the highest professional standards in intervention work with families and ensure that it is evidence-based and cognisant of the latest research.

A Council that Commissions for Outcomes

As a Children's Partnership we recognise that we will need to develop innovative further solutions to deliver prevention, early intervention and some specialist services in a joined up and cost effective way, that will meet the needs of our community.

We will ensure that leaders at all levels, members and practitioners understand the need for commerciality in delivering social value and we will develop their capabilities and confidence to commission services effectively. We will ensure that the workforce have the 'hard skills' of finance, contracting, commissioning and de-commissioning, so that they can

focus resources in the right way, alongside the 'soft skills' of communication, empathy, facilitation and ability to build and develop respectful and collaborative professional relationships.

We will develop the skills and knowledge of the workforce to engage with children, young people and families in service design and planning.

We will work with staff to develop their understanding and use of data so that it informs their decisions, supports their planning and enables them to challenge, where appropriate, using the Outcome Based Accountability (OBA) methods.

Managing and Improving Organisational Performance

To support the Children's Partnership in the delivery of the jointly agreed outcomes it is important that the challenge and support involved in effective performance is as good as it can be. We also want to enable the best possible opportunities for improved outcomes through an effective multidisciplinary approach to delivering people centred services beyond traditional service boundaries. The new restorative approach to practice brings with it clear criteria for leadership performance and a new way of working and managing people and communities.

We will develop leaders at all levels across the wider children, young people and families workforce, to ensure they are accountable for delivering effective outcomes. We will use the Outcomes Based Accountability (OBA) model of performance across all partners, to show how much we have done, how well we did it and what impact it has had on the lives of children, young people and families.

We will ensure that leaders have the capabilities to manage with clarity and vision, offer regular supervision, encourage reflective practice and encourage staff in their professional development.

We will work with our leaders to help them develop the appropriate levels of challenge and support that will help their staff to reach their potential.

We will embed the Signs of Safety model that will ensure a professional approach to the management of safeguarding risks for children, young people and families.

The introduction and embedding of the Family Group Conferencing model will ensure that we work in partnership with families to develop their own solutions to improve outcomes.

We will also embed the Restorative Practice model as a way of working with both staff and communities.

Organisational Learning and Engagement

We wish to encourage relationships built on mutual respect and co-operation, whether in a practice or leadership context, so that they build an environment of mutual learning that enables the necessary changes to occur. We are committed to creating an environment that will encourage staff to engage in reflective practice, develop their practice, making it more likely that they will find creative solutions to complex problems.

We will embed the Restorative Practice model as a way of working by ensuring that we work towards an environment where all relationships are built on respect and collaboration.

We will ensure that all staff need are well trained in any interventions they undertake and have access to best practice and research and effective continuing professional development.

We are committed to hearing from our workforce and from others, and we will actively encourage learning from best practice as well as when things have gone wrong.

We will ensure that safeguarding risk is managed effectively and that professional practice is based on a sound evidence base underpinned by theory and research.

Pay Recognition and Reward

We need to ensure that people with the right potential are recruited across the wider children's workforce and are retained to ensure the continuity of support and the development of high quality potential.

We will build a robust recruitment and retention strategy, not only for social workers, although this will be important, but also for the wider children, young people and family workers and their managers.

We will ensure that we have systems and processes in place that will support our staff through the changes that the new ways of working will bring.

We will develop a Professional Capabilities Framework that will set clear standards for practice and create portability between services and across geographic boundaries.

**THE EVALUATION OF THE IMPACT OF THE CHILDREN, YOUNG PEOPLE AND FAMILIES
WORKFORCE STRATEGY 2016 - 19**

This table sets out the impact evaluation model that we will use to assess the impact of the Children's Workforce Strategy.

Children's Workforce Development Strategy Impact Evaluation Model		
WHAT DID WE DO?		Sources of Evidence
Input Activities associated with project set up and infrastructure	<ul style="list-style-type: none"> • Define professional capabilities required for the children's workforce • Define the training and quality standards required of staff when working with families, children or young people • Define the continuous professional learning required by staff working with families, children or young people • Develop good links with universities and other sources of research in social care • Develop training programme in leading practice, supervision and contributing to service improvement • Develop the workforce strategy and the associated training framework • Work with partners on improving quality of partnership working to improve outcomes 	<ul style="list-style-type: none"> • Professional Capabilities document developed • No. and range of staff communicated with and consulted on Creating Stronger Communities • Training programmes in place, support materials developed • Children's Workforce Development Strategy • Principles and guidance documents developed • Continuous Professional Learning document received and understood by social workers and their managers • Meeting and case notes
HOW WELL DID WE DO IT?		
Output Project related activities necessary to achieve outcomes	<ul style="list-style-type: none"> • Appropriate practitioners identified and trained in defined approaches to practice • Regular good quality supervision takes place that involves reflective practice • Promotion and roll out of Creating Stronger Communities approaches to practice • Social work recruitment and retention strategy in place • Team leaders and managers trained in performance management of staff • Successful multi agency approaches to delivering outcomes • Good outcomes for children, young people and families • Clearly defined professional continuous learning journey 	<ul style="list-style-type: none"> • Training statistics • Specific method training delivered to no. of staff • Evaluation of training programmes • No. of performance appraisals against capabilities framework • Statistics on the recruitment and retention of staff • Quality of assessments measured by audit (professional judgement and analysis, assessment of risk) Staff satisfaction and understanding of the requirements of early help

WHAT DIFFERENCE DID WE MAKE?		
<p>Intermediate outcomes</p> <p>Programme related impacts on children, young people and families and the support service</p>	<ul style="list-style-type: none"> • The workforce meet professional standards when working to meet the needs of families, children and young people. • Good evidence of effective use of Signs of Safety, models theories • Use of research to inform practice • The workforce demonstrates knowledge of the locality and communities in which they serve • Referrals to social care are of good quality and are appropriate across the threshold of needs • Percentage of early help assessments that are NFA or stepped down • Increase in managers' confidence in leading professional development • Improvement in social worker retention • Regular supervision takes place which is supportive and challenging • The workforce are set challenging, achievable objectives • Plans (interventions with families, children or young people) are SMART and on target and collaborative • Every family, child or young person receive a response from staff that is of consistent quality and will be flexible enough to meet their individual needs • Feedback received and shared on tools and techniques used by practitioners • Good quality partnership approaches to meeting the needs of families, children and young people • Quality of engagement with other professionals • Quality delivery of plan for the child or young person • Quality of intervention with families which is measured and evidenced 	<ul style="list-style-type: none"> • Nos. of good quality and appropriate referrals into MASH • Performance appraisals and supervision notes • Percentage of assessments that are stepped down • Percentage of cases that are rated good or above • Evaluation of training programmes judged as good or above • Staff satisfaction and understanding of the requirements of early help • No. of cases rated as good or better by managers' monthly audits • No. of supervisions held per person per year • Audit of supervision notes • Performance appraisal information • Service user feedback • No. and availability of good practice examples • Audit focusing on outcomes and partnership delivery • Reduction in family domestic violence • Reduction in family mental health issues • Reduction in bullying • Reduction in Youth Offending • Improved family and young person participation in education and training
<p>Long term outcomes</p>	<ul style="list-style-type: none"> • Reduction in rates of looked after children • Reduction in care protection plans • Improvement in social worker retention • Achievement of fiscal savings in support for young people and families 	<ul style="list-style-type: none"> • Service user feedback • Performance measures internal and external • Staff retention rates