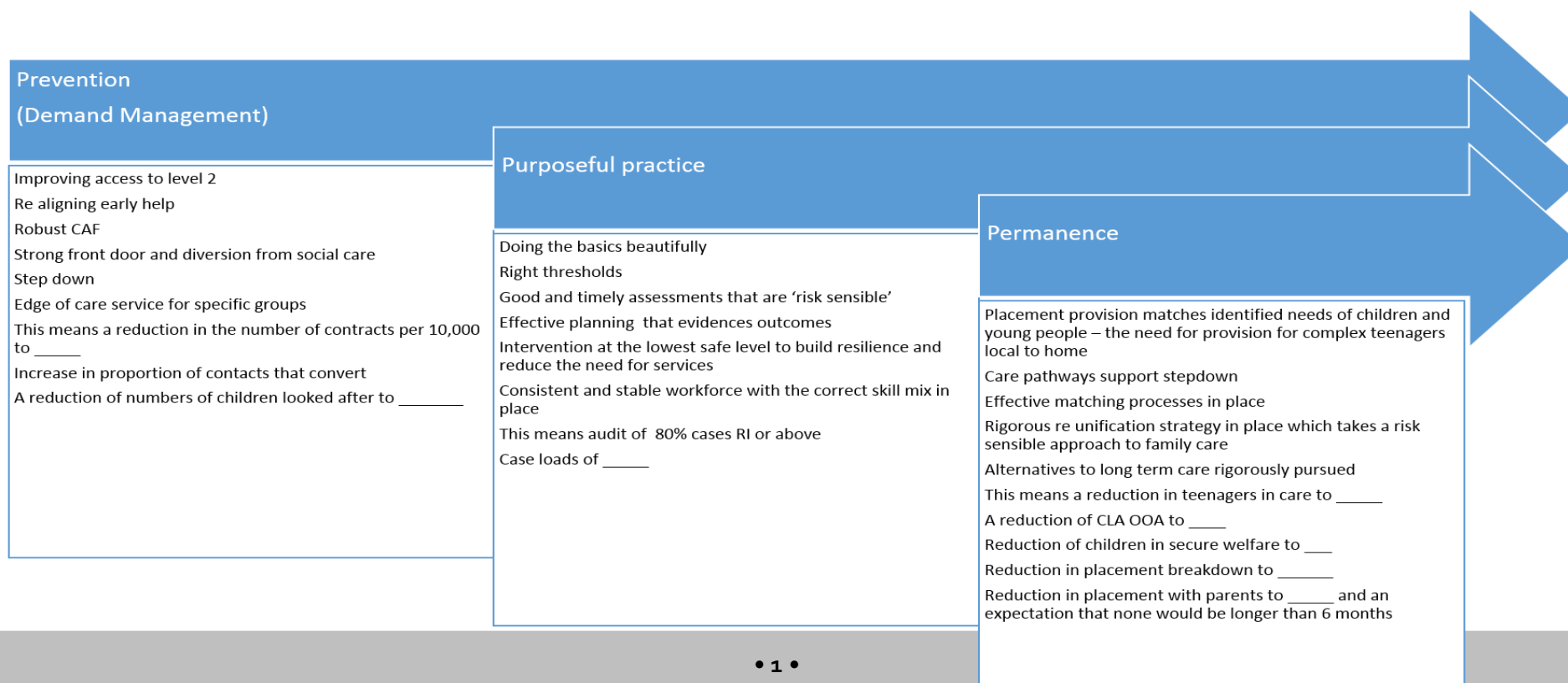


12 Week Improvement Plan August – October 2017

Background

Overall, good progress has been made to implement the agreed actions detailed in the Lancashire Children's Services Improvement Plan and work is underway to develop and agree the next iteration of this Improvement Plan. A draft of this new plan has already been shared with the Improvement Board, will be scrutinised by Ofsted and will go for agreement to the County Council's Cabinet in September and then will be signed off by the Improvement Board in October 2017. The below diagram provides a high level summary of the expected outcomes from this new Improvement Plan



This 12 week plan has been developed to ensure that this sustained progress is delivered at pace and we can move beyond compliance and towards a more consistent application of good practice that improves outcomes for children. It also supports the transition to, and implementation of, the new Children's Services Improvement Plan.

The Plan provides a sharper focus on five key areas of the improvement agenda in Lancashire, and these are as follows:

MASH/Early Help

- Front door redesign
- Early Help

Quality of practice

- Practice Improvement Model – Children in Need
- Children in our Care teams
- Audit
- Local Government Association Peer Review

Placement sufficiency

- Strategy
- Access to Resources team
- Implement residential strategy

Children Sexual Exploitation

Workforce

- Front line managers
- Social work academy
- North Lancashire

MASH / Early Help

Workstream	Action	By When	Lead
MASH	MASH governance arrangements (Operational/Strategic) in place	1 August 2017	Simon Fisher
	Multi agency Service Delivery Plan developed produced and agreed	1 August 2017	Simon Fisher
	Begin testing of key elements of the plan	1 August 2017	Simon Fisher
	Regular review of north MASH pilot	1 August 2017	Simon Fisher
	Multi-agency performance management framework implemented	11 August 2017	Simon Fisher
	Review and revise Customer Access Services role within the MASH	1 September 2017	Simon Fisher
	Revised Information Sharing Protocols , policy and procedures in place	1 September 2017	Simon Fisher
	Agree a pan- Lancashire Continuum of Need and thresholds document	31 October 2017	Jane Booth
	Roll-out of multi-agency risk sensible training	Ongoing	Jane Booth
	Front door redesign fully implemented	31 October 2017	Simon Fisher
	Multi agency review of new front door arrangements	31 October 2017	Jane Booth
Early Help	Using data and intelligence available identify and targets areas/teams and where demand is highest	18 August 2017	Debbie Duffell
	Use approaches developed through the Practice Improvement to strengthen the relationship, pathways for step up step down between early help and CSC	31 October 2017	Debbie Duffell
	Monthly monitoring and reporting to Children's Services SMT on the effectiveness of CiN/Early Help pathways	Ongoing	Debbie Duffell
	MASH diagnostic/review will incorporate early help resources/pathways	31 August 2017	Debbie Duffell

	Lead the development of a multi-agency prevention and demand management strategy	20 October 2017	Jane Booth
	Work with partners to establish effective multi agency early help pathways at local level and begin implementation of the prevention and demand management strategy	31 October 2017	Jane Booth
	Develop a pilot approach to working with clusters of schools to provide prevention and early help services	31 October 2017	Steve Belbin
	Complete the review and establish effective multi agency governance arrangements for early help in Lancashire	31 October 2017	Jane Booth

MASH/Early Help - Measures of success

- Increased numbers of Child in Need cases stepped down to early help services
- Improved contact to referral ratio
- Reduced number of referrals where the outcome is no further action
- Re-referrals rates are maintained in the good or outstanding thresholds on the improvement board dashboard

Quality of Practice

Practice Improvement Model	Implement across county the improved CiN pathways piloted in Fylde and Wyre	29 September 2017	Stasia Osiowy
	Review, simplify and redefine manager role at Practice Manager, Team Manager and Senior Manager level	29 September 2017	Stasia Osiowy
	Roll out the Fylde and Wyre contact team model and approach across the county	29 September 2017	Stasia Osiowy
	Development of strategic thematic leads across LCC heads of services e.g. for Looked After Children	18 August 2017	Amanda Hatton
Children in our Care/Corporate Parenting	Pilot an approach in the Hyndburn and Ribble Valley to take all court work of the CIOC team	1 August 2017	Vicky Gent

	Monitor and track the impact of changes and report into the Children's Services SMT	Ongoing	Vicky Gent
	Develop plans for roll out of new CioC approach	September 2017	Vicky Gent
	Explore opportunities for LINX Young Inspectors to align their inspections to the 7 principles in the new Children and Social care Act	September 2017	Hannah Peake
	Engage LINX/ CLA and Care leavers in the development of the local offer for care leavers	September 2017	Hannah Peake
Audit	Roll out of audit framework across Fostering and Adoption	1 August 2017	Sally Allen
	Continue to embed the audit model across SEND services and ensure the process, templates, judgements and learning are consistently applied and actions tracked and implemented.	Ongoing	David
	Develop and embed a consistent approach to benchmarking the quality of practice across children's services	August 2017	Chris Turner
	Maintain audit tracker across all services and ensure audit actions are completed in a timely manner.	Ongoing	Chris Turner / Heads of Service
	Outstanding audit tracker actions reported to SMT on a monthly basis	Monthly	Chris Turner
	All future audits will include a reflective discussion with the social worker and practice manager	August 2017	Chris Turner / Heads of Service
	Align LCC and LSCB audit activity	August 2017	Sally Allen / Jane Booth

LGA Peer Review	Finalise peer review preparations: <ul style="list-style-type: none"> ▪ Agree peer team and key lines of enquiry ▪ Upload strategy, policy and data documents ▪ Submit child level data to review team ▪ Complete case mapping exercise and audit validation exercise 	14 August 2017	Sally Allen
	Peer Team on site	16 October 2017	Sally Allen

Quality of Practice - Measures of success

- Positive peer review outcome achieved
- Reducing proportion of audited cases graded as inadequate, increasing proportion of requires improvement and good
- Improved quality of work on cases with a focus on outcome based plans and reduction in drift and delay

Placement Sufficiency

Strategy	Produce a robust analysis of children in care to support the development of the sufficiency strategy	22 September 2017	Rachel Blundell/Annette McNeill
	Refresh the placement sufficiency strategy to provide a clear and concise vision, priorities and actions to ensure sufficient, appropriate placement for children and young people	22 September 2017	Rachel Blundell/Annette McNeill
	Sufficiency Strategy agreed through management team, Cabinet and the Improvement Board	10 October 2017	Amanda Hatton
	Ongoing monitoring and scrutiny of the implementation of the Sufficiency Strategy through Children's Services SMT and Improvement Board	Ongoing	Amanda Hatton
Access to Resources Team	Agree additional capacity for ART	1 August 2017	Annette McNeill

	Recruit additional ART capacity	30 September 2017	Annette McNeill
	Rolling out training for social workers to improve quality of referrals to fostering/residential placements	September 2017	Annette McNeill
	Implement activity to improve collaboration and relationship between LCC and fostering/residential providers, including: <ul style="list-style-type: none"> ▪ Regular engagement events ▪ Improved communication and information sharing ▪ Joint approach to addressing gaps in provision 	September 2017	Annette McNeill
Implement Residential Strategy	Pilot the Adolescent Support Unit	31 October 2017	Barbara Bath
	Ensure consistent application of the Section 20 charging policy	31 October 2017	Heads of Service
	Develop a consistent approach to ensure health / education contributions	31 October 2017	Rachel Blundell
	Initial planning and development of a step down into fostering provision	21 September 2017	Barbara Bath / Annette McNeill
	Creation of complex in-house beds to increase utilisation of mainstream homes	31 October 2017	Barbara Bath
	Creation of crisis unit to de-escalate/ prevent breakdown/ enable sourcing of best value placements: <ul style="list-style-type: none"> ▪ Recruitment ▪ Training plan/induction programme development ▪ Statement of purpose in place ▪ Referral pathways agreed 	Sept 2017 and ongoing 31 Sept 2017 31 Sept 2017 19 October 2017	Barbara Bath

Placement Sufficiency - Measures of success

- Sufficiency Strategy agreed, in place and being implemented
- Reducing number of children who are looked after
- Children matched to appropriate placements and reduced placement breakdown

Child Sexual Exploitation

Multi agency working	Analysis of effectiveness of CSE provision and identify risks	1 August 2017	Tracy Poole-Nandy
	Present detailed analysis of CSE themes, challenges and opportunities to the Improvement Board	12 September 2017	Tracy Poole-Nandy / Sue Clarke
	Pilot approach in central locality to prevent the duplication of work and workers in dealing with CSE, which will include community safety, police, licensing, education. WEHP, Children's society, health, YOT. Licensing and probation.	31 August 2017	Tracy Poole-Nandy Julie Cross DCI Dominic Blackburn Louise Burton
	Increase the capacity within this specialist team to deliver the appropriate level of assessment, support and intervention	31 August 2017	Tracy Poole-Nandy
	All risks assessments and holistic assessments completed by the allocated CSE worker	30 September 2017	Tracy Poole-Nandy
	Improved preventative work with partner agencies such as schools, health, community safety, police, transport and licensed premises.	22 September 2017	Tracy Poole-Nandy Dominic Blackburn Louise Burton Julie Cross
	Establish a centralised missing from home response to monitor and address under performance and build understanding of key themes	12 October 2017	Tracy Poole-Nandy
	Creation of MFH panels to ensure a joined up response and improve the safety plans around each high risk missing child in conjunction	12 October 2017	Tracy Poole-Nandy

	with community safety, police, licensing and education. WEHP, Children's society, health, YOT. Licensing and probation.		
	Evaluation of central pilot and plan in place for county wide roll out	31 October 2017	Tracy Poole-Nandy
	In conjunction with the increased response to missing from home a county champion will be employed to ensure that all areas of exploitation are mapped against those missing. Mapping of CSE, missing, criminal exploitation, organised crime, trafficking and modern day slavery.	1 October 2017	Tracy Poole-Nandy

CSE - Measures of success

- CSE intelligence and data informs how resources are allocated and targeted
- Potential CSE victims are identified and offered appropriate support
- Improved and joined up response to high risk missing children
- Better able to identify and manage risk linked to CSE

Workforce

Social work academy	Launch of Social Work Academy	31 September 2017	Louise Storey
	First cohort of ASYE's participate in SW academy induction programme	31 September 2017	Louise Storey
	Evaluation and refinement of the SW academy induction programme	20 October 2017	Louise Storey
Development of Frontline Managers	Work with HEI's to plan, agree and implement frontline manager training, support and development	31 September 2017	Louise Storey
	First cohort of frontline managers complete training	31 October 2017	Louise Storey / Rachel Rump

	Identify and agree social workers progressing to grade 9	29 September 2017	Heads of Service and panel
Workforce Strategy	Workforce Strategy Implementation Plan produced, agreed and resourced and will include: <ul style="list-style-type: none"> ▪ Work with HEI's to develop effective practice model ▪ Clear career development pathways in place ▪ Recruitment of county wide peripatetic team ▪ Monthly reporting on exit interviews ▪ Recruitment of county wide mentor pool ▪ Benchmarking pay rates and develop proposals for retention bonus and market supplement ▪ Development of practice improvement programme linked to colleges and universities 	12 September 2017	Louise Storey / Ian Forsyth
	Workforce Strategy performance dashboard produced and monitored regularly through Operational Improvement Group and the Improvement Board	11 August 2017 / ongoing	Louise Storey / Chris Greenwood
North Lancashire	Commission additional resources to support the Lancaster children's social care team	1 August 2017	Stasia Osiowy
	Monitor and track performance of the additional external resources commissioned in Fylde/Wyre and Lancaster	Ongoing	Brendan Lee
	Install new Head of Service for Children's Social Care in north Lancashire	1 August 2017	Amanda Hatton
	Implement robust handover between new and previous Heads of Service for Children's Social care in north Lancashire	25 August 2017	Brendan Lee / Stasia Osiowy
	Continue to implement and track performance of the North recruitment, retention and development strategy	Ongoing	Brendan Lee

Workforce - Measures of success

- Decreasing vacancies across children's social care
- Maintain average caseloads in the good or outstanding threshold on the performance dashboard
- Smooth transition to new leadership for children's social care in the north

Governance arrangements

New arrangements are being developed to ensure there is a coherent, fit for purpose and streamlined governance structure. The Improvement and Accountability Board will be in place from September 2017 and will drive forward and manage improvements that are detailed in this plan and also areas of related work that will contribute towards the improvement of services for children delivered through Lancashire County Council. The Improvement and Accountability Board will meet monthly, will be chaired by Louise Taylor and will provide an update at each Improvement Board meeting.

The Lancashire Children's Services Improvement Board will monitor the progress in implementing this plan and provide scrutiny and challenge where appropriate.