

Improving Outcomes for Children and Young People in Leicester – ACTION PLAN of Recommendations

Theme 1: Valuing professional expertise

| Recommendation | Munro/ SLAC | Actions within the recommendations | Issues/considerations for Leicester | Proposed Action/Lead | Timescale | Progress |
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| Multi- Agency Inspection: The framework should examine the effectiveness of the contributions of all local services, including health, education, police, probation and the justice system to the protection of children. | Munro | Develop a new framework informed by consultation in order to draw on the sectors’ expertise. | Once framework agreed LSCB to coordinate meeting with key agencies to discuss new inspection framework, requirement of partners in unannounced CP inspections. LSCB to ensure new process is reflected in partners QA processes | LSCB Executive to co-ordinate (MFitz) | New Ofsted framework in place by May 2012. | Consultation outcome due to be published in December 2012. |
| Child Protection Inspection: The new framework should examine the child’s journey and look at the effectiveness of the help provided to cyp & families. | Munro | Develop a new framework informed by consultation in order to draw on the sectors’ expertise. | Dissemination of new inspection framework to Children’s Trust, LSCB, SDMT and front line managers in SC&S | AS/HoS | Early 2013 | |

Theme 2: Sharing responsibility for the provision of early help

| Recommendation | Munro/ SLAC | Actions within the recommendations | Issues/considerations for Leicester | Proposed Action/Lead | Timescale | Progress |
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| The impact of health reorganisation on effective partnership arrangements and the ability to provide effective help for children to be researched. | Munro | | Government published “Safeguarding Children in the reformed NHS” work programme. Stakeholder consultation on draft accountabilities framework. | Elaine Yates No specific action for CSC&S | Consultation in January 2012 | Outcome of consultation published on 13 th Sept. Health to update LA. |

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Theme 3: Developing social work expertise and supporting effective practice

| Recommendation | Munro/ SLAC | Actions within the recommendations | Issues/considerations for Leicester | Proposed Action/Lead | Timescale | Progress |
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| A Principal Child and Family Social Worker is designated by and for the local authority | Munro | | Role takes responsibility for relating views of SWs to all levels of management whose decisions affect the work of front line social workers (from DCS, Lead Members, Council Leaders & Chief Social Worker) | Andy S/ Pete M | Recruitment: TBA | Delay in progressing Advanced Practitioner grade as there is delayed identification of principle Social Worker. |
| A Chief Social Worker should be created in Government | Munro | Post to be created and recruited to | Possible actions may be to respond to requests from the Chief Social Worker once appointed & act on decisions from Government that follow | Andy S/ Pete M, but with eventual links to Leicester's Principal SW | Sometime in 2012 | TBA by Government |

Theme 4: Strengthening accountabilities and creating a learning system

| Recommendation | Munro/SLAC requirement | Actions within the recommendations | Issues/considerations for Leicester | Proposed Action/Lead | Timescale | Progress |
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| The statutory guidance, <i>Working Together to Safeguard Children</i> , should be amended to broaden the role of LSCBs | Munro | Amend the statutory guidance | LSCB to include an assessment of effectiveness - of help being provided to children and families (including effectiveness & VFM of early help services, early years provision) - of Multi-agency training to safeguard and promote the welfare of children and young people. | Andy S/ Mark F | Autumn 2012 onwards | LSCB role has been strengthened in relation to the new guidance. Assessment Framework to be developed based on "Working Together" guidance. |

**Improving Outcomes for Children and Young People in Leicester –
PROGRESS REPORT on the Recommendations which have been implemented**

Theme 1: Valuing professional expertise: SLAC Requirements

TBA

Theme 1: Valuing professional expertise: Munro Requirements

| Recommendation | Actions, Issues/ consideration for Leicester | Progress |
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| Revise both the statutory guidance, <i>Working Together to Safeguard Children</i> and <i>The Framework for the Assessment of Children in Need and their Families</i> and their associated policies | An interim amendment (timescales, removing distinction between initial/core assessments and articulating the parameters for good assessment) will be made to <i>Working Together</i> . | ICS Action Plan addressed issues/ challenges identified by SDMT. Necessary amendments made to the ICS exemplars/ process. |
| | | LCC response to Government consultation submitted |
| | | ICS amended to reflect changes in national PIs & analyse impact the national PIs & changes Initial/Core Assessments have on ICS/business process |
| | | LSCB updated the LSCB Procedures and Child Care Procedural Manual to reflect the new guidance. Revisions made to issue 3 of online manual. Next update is March 2013. |
| The inspection framework should examine the effectiveness of the contributions of all local services, including health, education, police, probation & justice system to protection of children. | Develop a new framework informed by consultation in order to draw on the sectors' expertise. | CSC&S Quality Assurance Framework amended accordingly in the audit tool used to audit case files |
| The new inspection framework should examine the child's journey and look at the effectiveness of the help provided to children, young people and their families. | Develop a new framework informed by consultation in order to draw on the sectors' expertise. Performance dashboard reviewed by the Children's Trust and LSCB informs the work of the LSCB SEG Group. | Audit tool used by Service Managers and Heads of Service/Divisional Director amended to reflect the new inspection framework |
| | | Suite of new PI's developed to replace current PI's. Includes quantitative and qualitative measures Performance Framework with PI's agreed across SEG |

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Theme 2: Sharing responsibility for the provision of early help – SLAC requirement

| Recommendation | Actions, Issues/ consideration for Leicester | Progress |
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| Ensure that the respective roles and responsibilities of qualified and unqualified staff in the DAS are demarcated appropriately so that activity such as assessing potential risk factors in respect of C&YP are undertaken only by qualified staff | Undertake self-assessment, taking account of the views of service users, and consider whether child and family social work services are appropriately configured to meet the needs of children and families. Review structure of Duty within the DAS Services, ratio of qualified social workers; roles and responsibilities | Paper went to SDMT in Feb 12 Decision was made to undertake an organisational review of the unqualified role in DAS. |
| NHS Leicester, Leicestershire and Rutland to ensure: there is timely access to specialist children's expertise when a child or young person is in the urgent care centre. | Matters discussed at LSCB Executive and full board Issues discussed at the Health and Well Being Board | Standard Operating Procedures revised and completed April 2012. Paediatrician contacted for all children admitted to the Urgent Care Centre (UCC) Online training of all UCC staff, including reception. |
| NHS Leicester, Leicestershire and Rutland to ensure: that children with behavioural difficulties are enabled to access emotional well-being services and supported through transitions to adult services | Matters discussed at LSCB Executive and full board Issues discussed at the Health and Well Being Board CAMHs Strategic Priority Group Chair met with Adult Mental Health Commission to identify good practice & examine pathways for CYP with specific behavioural problems. | Leon Charikar, Commissioning manager and CAMHs Strategic Priority Group Chair confirmed: There are good planned transitional protocols and arrangement for <ul style="list-style-type: none"> • Developmental conditions such as mental health combined with learning disabilities • Specific diagnoses such as psychosis (PIER team) and eating disorders. • Autism Spectrum Disorders and ADHD. Improvements have been made in supporting transition to adult services. This forms part of the Children and Young People's IAPT model. The Adult IAPT Service (improving access to psychological services) offers short-term therapeutic interventions to tackle anxiety, phobias and low mood. Young people from the age of 16 years upwards will be able to access this service with a referral from their CAMHS practitioner. This will provide a good transitions option for many young people with lower level |

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| | | <p>mental health needs.</p> <p>Young people have also spoken to commissioners about their experience of transition. We are exploring with them options to have transitional support available.</p> |
| <p>NHS Leicester, Leicestershire and Rutland to ensure: that those Looked After Children in kinship care settings are not disadvantaged, compared with other Looked After Children, in accessing mental health and emotional wellbeing treatment services.</p> | <p>Matters discussed at LSCB Executive and full board</p> <p>Issues discussed at the Health and Well Being Board</p> | <p>Recent cases referred to CAMHS were tracked to assess if access to services might have been improved if they had been referred through Universal services.</p> <p>The designated Nurse is tracking referrals and will report to the Strategic Looked After Children Group</p> <p>The results of the tracking will feed into a pending review of commissioning arrangements.</p> |
| <p>Ensure that all managers in looked after children's services are able to contribute effectively to improving outcomes for children and young people</p> | <p>Agree key PI's/targets for LAC managers on areas of performance such as numbers of permanent placements, placements stability etc., and process for monitoring performance and success</p> <p>Similarly PI's/targets for safeguarding managers in DAS/Child Care to be disseminated and progress monitored</p> | <p>CSC&S team evaluations against Practice Standards from Oct 2012.</p> <p>New suite of reports developed to enable TMs to assess team contribution to overall Dept & KPIs.</p> <p>Full suite of reports (KPIs, LAC numbers and CP numbers) is being rolled out in November 2012.</p> |

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Theme 2: Sharing responsibility for the provision of early help – Munro requirement

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| A duty should be placed on local authorities and statutory partners to secure the sufficient provision of local early help services for children, young people and families | Government decided a new statutory duty on delivering a transparent & coordinated offer of early help is not needed. LAs are encouraged to continue work to provide early help for children and families | Offer of early help articulated within the activities and interventions in the Core Offer finalised July 2012 |
| Start an on-going process to review and redesign the ways in which child and family social work is delivered. | Review training development and professional progression for SWs and TMs to ensure it is meeting the needs of professional staff and users. | Regional programme developed TM level staff. Series of staff workshops on a range of evidence based and practice issues scheduled in CSC&S from 2012. Notts/Trent University course on Leadership Management in place for Social Work Managers and Children Centre Mgrs Programme of Reflective Workshops rolled out from May 2012 |
| The Social Work Reform Board's Professional Capabilities Framework should incorporate capabilities necessary for child and family social work & explicitly inform social work qualification training, postgraduate professional development & performance | College of Social Work own the PCF. It is also developing an associated CPD framework. PCF starts across all Universities Sep 2013 The PCF is currently populated up to the advanced level. Yet to complete PCF at a 'senior' level. All social workers will have cognizance of the professional capabilities This will involve reviewing continuing professional development as well as appraisal systems and supervision structures | Professional Capabilities Framework has been shared and discussed with the Improving Outcomes Front Line Group. It has been integrated into the work on SWs taking more professional accountability & ownership for their work. |

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| <p>Start an on-going process to review and redesign the ways in which child and family social work is delivered.</p> <p>12 months to move overall effectiveness of safeguarding services from adequate to good</p> | <p>Embed fieldwork structure in context of service that is now fully staffed to improve the quality and provision of social work practice in safeguarding from adequate to good & to maintain LAC services as good or better</p> <p>Structured Conversations with Front line staff in CSC&S to enable SWs to take greater ownership & accountability for their work, and to develop a set of practice standards from the bottom up</p> <p>Develop systems to support managers to provide direct observation of staff. Consider building into revised CSC&S QA Framework</p> | <p>Practice Standards for Social Worker in Leicester City launch Aug/Sept</p> <p>Team evaluations started Oct 2012. Frontline group to monitor and assess any issues arising.</p> <p>LLR developing Signs of Safety model for underpinning social work practice, and workforce development</p> <p>Formal review of Family Change Service range of activities commenced.</p> |
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Theme 3: Developing social work expertise and supporting effective practice – SLAC requirement

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| Ensure that CP Plans and Family Support Plans clearly outline required outcomes, responsibilities and timescales, that progress is regularly reviewed in detail, and appropriate action taken to ensure the plan continues to meet the child's needs | NB: For all SLAC areas it will be important to ensure sufficient admin systems and processes to support front line staff and managers that assist in delivering the business | <p>Child protection processes addressed in the Safeguarding Unit. Action plan developed incorporating SLAC outcomes, findings from SCR and audit work. Family Support Meeting processes to be integrated into the work.</p> <p>Rollout July 2012</p> |
| Ensure that all investigations overseen by the LADO are initiated and progressed in a timely manner and that actions taken are sufficiently robust | Child Protection and Allegations Service reviewed LADO business process to ensure robustness and consistency | <p>Quality assurance process strengthened around LADO activity at both SM (LADO) level and DD/HoS level.</p> <p>Strategy meetings now held within 15 days. All current LADO cases have been audited and any remedial action identified.</p> <p>Picked up as part of on-going QA/Audit</p> |

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| | | work. |
| Ensure that management oversight of cases is clearly recorded on children's case records including the reasons for decisions taken | Report to SDMT in March exploring issues and what measures can be taken to ensure consistency. | All SMs have facilitated discussion with TMs & expectations are reiterated. SM audits noting improvement. Further monitoring in senior manager case file auditing. |
| Ensure that a central record is made of the content and decisions arising from section 47 strategy meetings and that this is shared with all relevant parties | Central record already exists and this was developed following the unannounced Ofsted inspection in November 2010. | DAS SM/TM group agreed business process with Admin to ensure that record is consistently shared with relevant parties |
| Ensure that looked after children are able to access education and are integrated into school life by significantly reducing the numbers of fixed term and temporary exclusions from school | <p>Target 25 continues to work at a strategic level to ensure that all yp have access to, and provision of, 25 hours education.</p> <p>Virtual School HT & RALAC to continue work with schools (Headteachers, EIP & Designated Teachers), SWs & carers in LCC, about a range of strategies to minimise fixed term exclusions.</p> <p>To include more effective early warning systems</p> | <p>Both T25 and RALAC monthly monitoring meetings of vulnerable LAC identify those at risk and determine actions</p> <p>VSHT met with all SW Service managers to consider more effective collaboration in meeting these young people's needs.</p> <p>Meetings with relevant County professionals to explore ways of working together; minimise exclusions of yp from County schools. The majority of those are educated out of city (c. 90).</p> <p>Bill Morris (EIP) facilitates meetings with secondary Heads.</p> <p>Latest data shows a likely reduction in overall FTEs in 2011.12 compared with previous 2 years.</p> |
| Ensure that all care leavers are in accommodation which meets expected standards set out by the Council. | <p>Overseen by the Corporate Parenting Forum.</p> <p>QA processes overseen by the CP Executive Group</p> <p>Changes will be carried out in conjunction with Housing within commissioning & budgetary implications</p> | <p>Quality standards work developed by CiCC re: Homeless & supported accommodation.</p> <ol style="list-style-type: none"> 1. Met with providers in July 2012 2. QA process for visits 3. QA done by IRO/YP/ Commissioning Manager. <p>Work seen in wider context of strategic review of homelessness taking place 2012</p> |
| Ensure that LAC reviews are recorded to consistently high standards to enhance children's plans. | | New quality assurance process in the IRO Service in line with specialisms which will measure standards and quality of LAC Reviews. |
| Ensure that every LAC who would benefit from an Independent Visitor is able to access one in a timely manner. | | <p>Report to SDMT advised all LAC benefiting from an IV have access to one.</p> <p>Location of IV service in the longer term is being considered.</p> |

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| Social work students are prepared for the challenges of child protection work. | <p>Build partnership arrangements between the Government, employers and HEIs</p> <p>The College of Social Work is developing plans for designated approved practice settings and teaching organisation status, and considering the merits of student units.</p> <p>The Government will work with employers and HEIs</p> <p>Consideration should be given to Leicester applying for 'teacher organisation status' (when appropriate) and consider the implications & strengths of establishing a student unit (business case)</p> | <p>Workforce Strategic Group includes looking at training and development of SW students. Stronger links with universities and regular meetings.</p> <p>Advanced Practitioner Role will include developing student units within fieldwork.</p> |
| Ensure that there is a clear strategy to embed 'think family' work in all relevant adults' and children's services and monitor its effectiveness in improving practice and safeguarding children | | <p>Picked up and monitored in</p> <ul style="list-style-type: none"> - action plan developed by the Stay Safe Development Group - Quality assurance programme developed by the LSCB Safeguarding Effectiveness Group |

Theme 4: Strengthening accountabilities and creating a learning system – SLAC requirement

| Recommendation | Actions, Issues/ consideration for Leicester | Progress |
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| Ensure that all learning from complaints is identified and aggregated and is used to continually improve practice | <p>Since January 2012 system introduced across all teams in Social Care and Safeguarding for the systematic recording of the lessons from complaints and this will be reported on a quarterly basis to SDMT and on an annual basis to Cabinet</p> | <p>System introduced across all teams for the collation and monitoring of statutory complaints, with a focus on the learning. Weekly reports from Complaints Manager to DD/HoS, with annual report focusing on learning factored into forward plan.</p> |

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| Ensure that the LSCB has robust performance monitoring in place to enable partners to be assured that all aspects of safeguarding performance are satisfactory and improving | <p>LSCB office took lead role along with SEG.</p> <p>Ensures that the LSCB can answer the question: 'how do you know that children are safe in Leicester?'</p> | <p>Dashboard of qualitative and quantitative outcome focussed indicators based on priorities in CYPP and Stay Safe Group developed.</p> <p>Strengthened SEG arrangements.</p> |
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Theme 4: Strengthening accountabilities and creating a learning system – Munro requirement

| Recommendation | Actions, Issues/ consideration for Leicester | Progress |
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| LAs should give due consideration to protecting the discrete roles and responsibilities of a DCS & LM for children's services before allocating any additional functions to individuals occupying such roles. | Formal consultation on amending the statutory guidance ended in January 2012 | Senior Management Review has protected the discrete role of Director of Children's Services |
| The Government should require LSCBs to use systems methodology when undertaking Serious Case Reviews (SCRs) and, over the coming year, work with the sector to develop national resources. In the meantime, Ofsted's SCR evaluation should end | <p>Consider the evidence and opportunities for using systems review methodologies for Serious Case Reviews and the options for developing the national resources Professor Munro recommends.</p> <p>Further consideration given to ending the evaluation of SCRs in their current form</p> | <p>Leicester evaluating the outcome of pilot SCIE methodology on a CP case.</p> <p>From January 2012 Ofsted evaluations of SCRs will be more streamlined with a greater focus on identifying and embedding learning</p> |
| The existing statutory requirements for each Local Safeguarding Children Board (LSCB) to produce and publish an annual report for the Children's Trust Board should be amended, to require its submission to more parties | <p>The existing statutory requirements for reporting by each Local Safeguarding Children Board (LSCB) to be amended</p> <p>Report will need to go to the Chief Executive and Leader of the Council, and, subject to the passage of legislation, to the local Police and Crime Commissioner and the Chair of the health and wellbeing board.</p> | <p>Factored into the LSCB forward plan and the Executive to coordinate</p> <p>LSCB annual report to submitted to Scrutiny in May 2012</p> |

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| Ensure that there are clear lines of accountability and reporting between the Children's Trust and the LSCB | Meeting arranged on 12 April with members of the Children's Trust and LSCB to take forward Protocol Agreement between the LSCB and the Children's Trust to be approved by end Sep 2012 | Protocol Agreement approved. |
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