

Leicester City Children's Refreshed Improvement Plan 2016-2018

Changing for the better



**Leicester
City Council**

Contents

Foreword.....	3
The Improvement Journey.....	4

Part 1- High Level Summary

Working in Partnership	5
Our approach – Vision, Values and Principles	6
Progress made to date – Key Milestones and Outputs	7
Strengthening the Approach and Accelerating Progress.....	9

Part 2- Refreshed Improvement Plan – Key areas

Leadership, Management and Governance	10
Culture and Practice	13
Quality Assurance	16
Workforce	18
Children in need of Early Help	20
Casework Improvement.....	22
Child Sexual Exploitation, Missing, Trafficked	26
Looked After Children and Care Leavers	28
Voice and Experience of Children and Young People.....	34

Part 3- Delivery

Improvement Board, Monitoring Progress	37
External Monitoring and Challenge schedule	37
Quality Assurance and Progress schedule.....	38

Appendices

List of Ofsted Recommendations	39
Progress of Ofsted Recommendations.....	40

Foreword

Improvement Plan introduction

Ofsted published their inspection report in March 2015, following their inspection of the local authority's services for children in need of help and protection; children looked after and care leavers and a review of the effectiveness of the local safeguarding children board. In July 2015, Edward Timpson MP, Parliamentary Under Secretary of State for Children and Families, issued an Improvement Notice to Leicester City Council.

The LSCB embarked on a vigorous programme in response to the inspection findings published in March 2015. After a slow start there has now been significant strengthening of the performance monitoring framework and improved delivery of data by partner agencies. A number of projects have resulted in new developments, including the neglect strategy, refreshed guidance on injuries to non-mobile babies, engagement with young people and engagement with frontline staff.

The 2015 Leicester City Children's Improvement Plan set out Ofsted's findings in Leicester City and the overall plan for improvement to better the outcomes for children and families across the city. The monthly Leicester City Children's Improvement Board, chaired by DfE specialist Advisor, Tony Crane, has scrutinised and challenged all aspects of the improvement journey using the Improvement plan and a suite of reports including risk registers, monthly progress updates, management and quality assurance reporting and a dashboard summary and progress of Key Indicators.

Since April 2016, 12 week action plans introduced by the Improvement Board have identified key areas to accelerate progress. This new refreshed improvement plan takes us into the area of consolidating progress, strengthening and embedding our practice.

Our ambition for children and young people

Our vision: By 2020 Leicester's Education and Children's Services will be a professional, dynamic and forward thinking service working with partners to provide the best quality experiences for children and young people to be safe, learn, achieve and grow

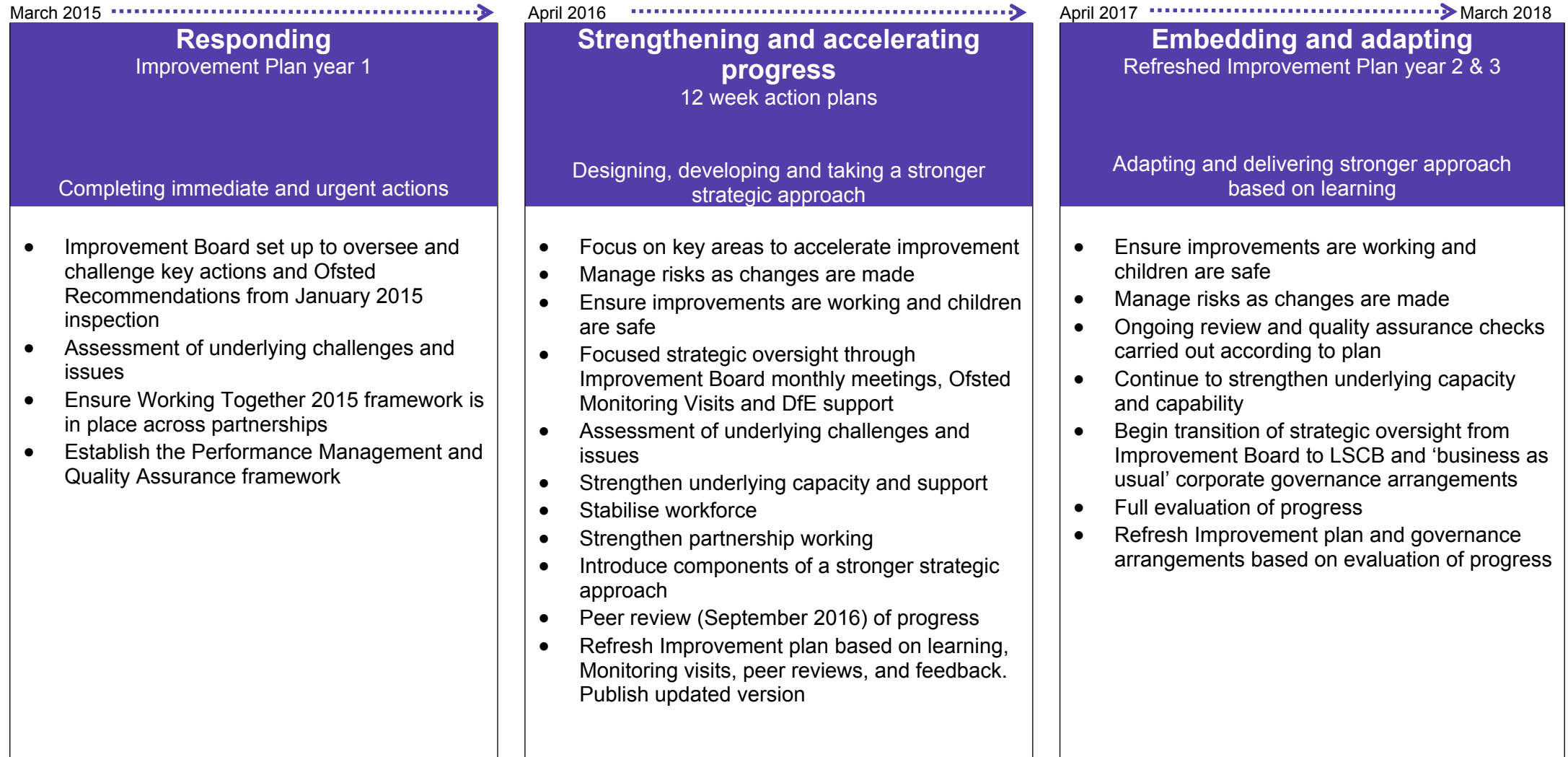
Education and Children's Services

~ supporting children and young people to be safe, learn, achieve and grow

Our Mission: Leicester's Education and Children's Services will improve children, young people and families' lives by working in partnership to raise aspirations, build achievement, and protect the most vulnerable.

Our Values: Be confident, Be clear, Be respectful, Be fair, Be accountable

Leicester City Children's Improvement Journey



Working in Partnership

This improvement plan links to a number of other strategies and plans that are in place within the council and across wider Leicester Partnerships.

It also encompasses:

- the learning and recommendations made through peer challenges, Ofsted Monitoring visits and other appropriate regulatory inspections
- action and improvement plans made at social care and early help divisional and service levels

The improvements require effective whole system partnership working and it is important to note that a complementary business plan has been developed following the March 2015 Ofsted review of the Leicester Safeguarding Children Board (LSCB), which focuses on joint partnership actions.

The table on the right sets out the respective roles of some of the key boards and governance groups.

Board/group	Role	Strategic Plans
Improvement Board (LCCIB)	To monitor and challenge the LA and partnership response (and through LSCB) to Ofsted inspection report of March 2015	Leicester City Children's Improvement Plan
Health & Wellbeing Board	A forum where key leaders from the health and care system work together to improve the health and wellbeing of their local population and reduce health inequalities.	Health and Wellbeing Strategy/Children's JSNA
LSCB	The key statutory multi-agency mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.	LSCB Business Plan
Corporate Parenting Board	The partnership between the local authority departments, services and associated agencies who are collectively responsible for meeting the needs of looked after children, young people and care leavers.	Corporate Parenting Strategy
Children's Trust	To bring together strategic representation from across the sectors in Leicester to achieve our purpose ('To improve children's lives – working in partnership to raise aspirations and build achievement'). The Early Help Strategic Partnership Board (reports to the Childrens Trust) has focus on early help	Children and Young People's Plan Leicester's Early Help Strategy
Safer Leicester Partnership (Statutory Community Safety Partnership)	Brings together a number of agencies and organisations; and is responsible for reducing crime, disorder and substance misuse.	Safer Leicester Partnership Plan
Multi-Agency Public Protection Arrangements Strategic Board	Multi-agency LLR-wide forum to assess and manage the potential risk of MAPPA registered offenders.	
Young Offender Management Board	The YOMB has senior officer level representation from statutory services (Police, Health and the National Probation Service) and from Public Health and the Connexions Service. The quarterly board reviews performance and management information to inform strategic decisions and resource allocation. Analysis of performance includes: key national and local youth justice indicators, audit and self-assessment activity, Serious Incident reporting, National Standards audits and quarterly YJB monitoring reports.	Youth Justice Plan 2016/17

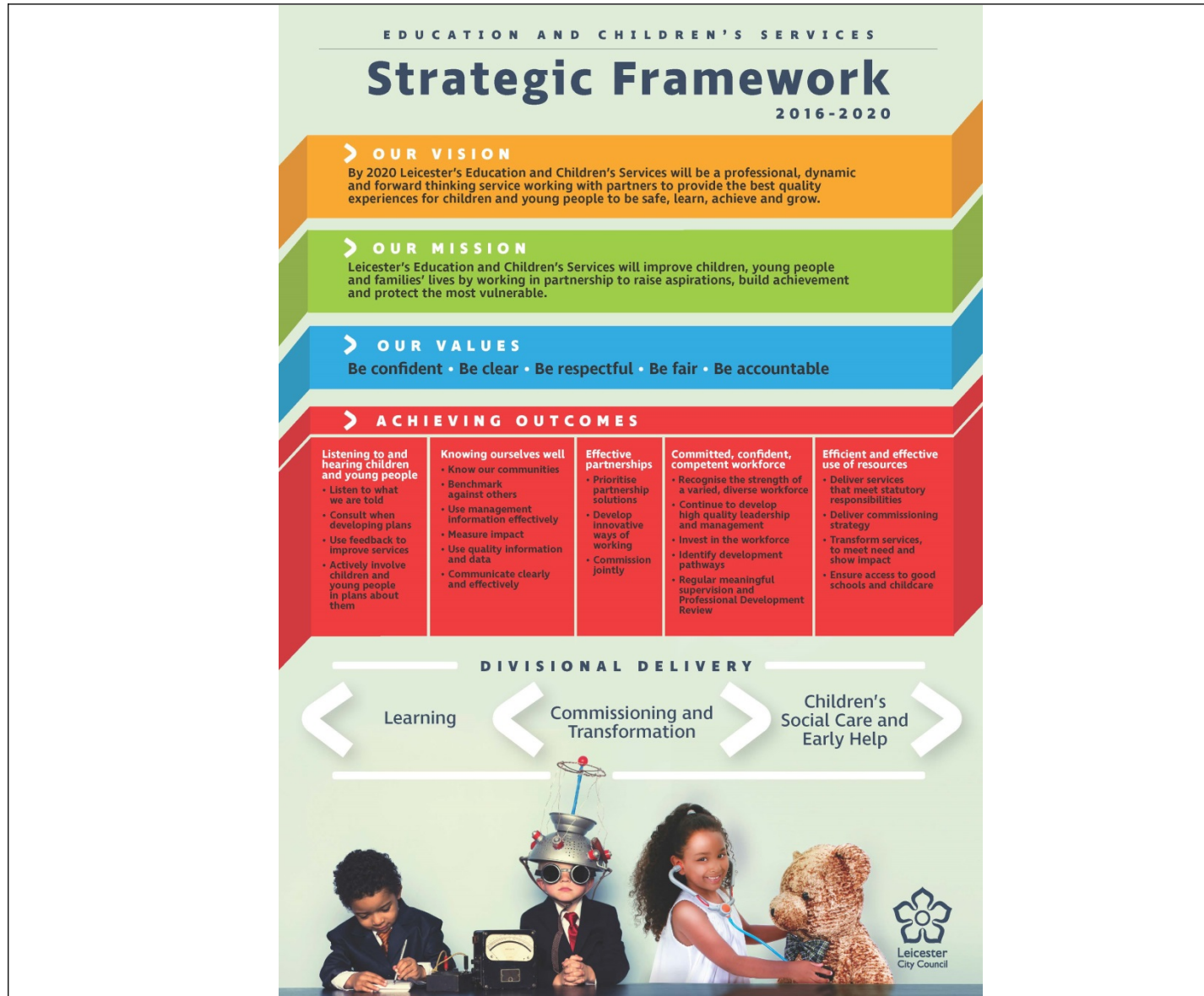
Our approach – Vision, Values and Principles

A strong set of values and principles are essential to guide both what we do and how we do it.

Key themes for achieving outcomes for children and young people have emerged from a number of conversations with staff that resonate and also align with the corporate values of the local authority. They are summarised on the right.

The outcomes build on core values and ideas already in place across the local authority, professional practice and partners. During the early part of 2017, services will build on those core values and further discussions will be held at all levels about how we proactively use these to deliver our work.

We will continue to test ourselves against these commitments and seek feedback on whether we are putting them into practice consistently and to good effect.



Progress made to date

Since the Ofsted inspection in January 2015, the main focus was on immediate and urgent actions to be taken in response to Ofsted findings, their 24 recommendations, and to ensure children were safe.

The focus incorporated the Department for Education's (DfE) improvement notice and their reviews, which contained a range of improvement actions.

Up to October 2016, Ofsted have made 5 Monitoring Visits, taking deep dive audits in areas relating to the Ofsted recommendations: Assessments, Children in Need Plans, Child Protection Plans, Care Leavers and Pathway plans, and Care Plans. In January 2017, Ofsted will undertake a further monitoring visit in relation to Assessments to check progress.

The DfE have undertaken 6-month and yearly reviews of progress.

All these areas have been overseen by the Chair of the Improvement Board and specialist advisor to the Department for Education.

As part of the LCCIB work there has been a significant focus on ensuring better partnership working.

Milestones		
To June 2015	To September 2015	To March 2016
<ul style="list-style-type: none"> Leicester City Children's Improvement Board established External Case file auditing of all Ofsted cases Performance Management and Quality Assurance Framework developed Frontline Group of social workers re-established Review, re-branding and launch of Early Help Assessment Joint protocol between Children's, Adults and Housing established (ref A3) Monthly Performance Book established 	<ul style="list-style-type: none"> Performance Management and Quality Assurance Framework implemented fully Monthly Dashboard indicators with threshold/target markers set out First Staff Survey Corporate Parenting Forum indicators set Two Ofsted improvement visits – Single Assessments and CP plans No unallocated CP cases Technology rollout completed for CIN and LAC social workers Liquid Logic health-check completed. DfE 6 month review LSCB Performance Book Key actions completed for Ofsted Recommendations: A1, A3, B17, L1 Workforce Strategy signed off by LCCIB 	<ul style="list-style-type: none"> Ofsted Monitoring Visit- CIN plans Learning & Development Hub Launch Commissioning framework agreed between health & children's services Ofsted summarised findings to LCCIB Permanent Director of Children's Social Care & Early Help appointed YOS multi-agency inspection East Midlands framework for CSE, Missing Trafficked agreed Principal Children and Family SW appointed Key actions completed for 12 Ofsted Recs: A4, B1, B3, B5, B8, B10, B11, B12, B13, B14, B15, B16 Review of QA & Safeguarding Unit CSE workspace launched in LL East Midlands Regional DCS Group agreed standards for raising participation of CYP Young People's Council reps elected Upgrade of Liquid Logic version 11 Termly PEPs implemented
To June 2016	To September 2016	To March 2017
<ul style="list-style-type: none"> Single Assessment Team established Practitioners move to new accommodation New Conference facilities established New LSCB chair appointed Heads of Service secured in social care Ofsted Monitoring Visit focus on Pathway plans and leaving care 13 Children's & 5 Adults ASYEs graduated to level 2 Multi-agency practitioners forum established 12-month self- evaluation report to DfE Divisional away ½ days established Key Boards set to accelerate progress Early Help Performance Book developed 	<ul style="list-style-type: none"> Review of LSCB Governance CSE Missing Trafficked Hub induction of Leicester City staff Interviews held for cross-agency Service Manager of LLR CSE, Missing Trafficked Hub 9 Permanent Advanced Practitioners appointed - lead themes established Re-launch of online procedures for practitioners Workforce shows signs of stabilising Early Help Strategy ratified by Children's Trust Roll out of Rickter Scale outcomes tool for Early Help practitioners Sector led Peer Challenge (SAVMAX) held Ofsted Monitoring Visits – Care Plans 	<ul style="list-style-type: none"> New LSCB Governance arrangements New ASYE cohort of 18 SAVMAX findings presented to LCCIB Refreshed Performance Management and QA framework Department drives vision values & principles Young People LSCB Shadow Board set up CSE Missing Trafficked Leicester city team E-PEP implemented Signs of Safety agreed to start in June 2017 Case Progression Tracking in pre-proceedings and proceedings One number access to EH & CSC launched Social work progression framework, Firstline, Frontline and AP offer established SEND peer review held

We know there is more work to do to consolidate and sustain improvements. Further work on each of the recommendations will be completed as we strengthen our approach over the next 12 months. Reports on progress will continue to be reviewed by the Improvement Board.

Outputs		
To June 2015	To September 2015	To March 2016
<ul style="list-style-type: none"> • 10 Key Service Standards for frontline staff drafted, consulted and agreed • Leicester City Children’s Improvement Plan developed • Monthly Case file audit reports • Performance Book developed • Range of Operational reports developed • LSCB QA framework and performance book developed • Early Help Assessment Module went live June 2015 • MACFA full day briefing for all partners • Mandatory training for CIN and LAC Team Managers 	<ul style="list-style-type: none"> • Workforce Strategy implementation • Identification of new accommodation for Children’s Services • Roll out of mobile technology for social workers • One stop Induction process for social workers • Case file management testing by frontline group • Staff Briefings and communication following improvement visits and DfE 6 month review • Staff interactive sessions focus on themes • Quarterly QA reporting established 	<ul style="list-style-type: none"> • LSCB annual report • Members training plan for new year established • Ofsted Monitoring Visit report • “How will you hear me” Children and Young People’s Participation resource for professionals • Deep Dive dashboard incorporating LSCB and Early Help/Partnership indicators for LCCIB challenge • QA Audit yearly forward plan • Corporate Parenting focus on performance and impact through 5 strategic priorities • Partners undertook deep dive analysis of contacts to statutory care • Annual ‘Celebrating success’ and ‘Stars in the making’ events for Children in care held • Buddy system set up between CICC reps on Improvement Board with IB members • PEP compliance increased to at least 90%
To June 2016	To September 2016	To March 2017
<ul style="list-style-type: none"> • Monthly Twilight lectures from Learning and Development Hub • Performance Board scrutinising performance data • Weekly surgeries between Early Help and social work teams to support step down and joint working of cases • Multi-agency weekly Missing Return interviews & weekly CSE meetings • CYP Scrutiny members enabled, through training, to challenge progress • Corporate Parenting Forum improved • Departmental staff briefings increased attendance and participation • Learning Events share good practice • RIP led leadership development for Managers • Monthly audit findings shared with staff • Divisional ½ day away days established 	<ul style="list-style-type: none"> • Neglect tool published and circulated to stakeholders • Improved Performance in Key measures in relation to Single Assessments and S47, strategy meetings • Workforce skills mix forecasting undertaken for CIN service • Learning events following Ofsted Monitoring visits and published reports • Leicester’s strategy for providing Early Help to children, young people and their families – Support • Strengthen • Thrive – agreed. 	<ul style="list-style-type: none"> • Refreshed Improvement Plan incorporates findings & recommendations from Ofsted, Monitoring Visits, SAVMAX peer review, QA reporting, SCR learning & auditing actions. • Health and Wellbeing Survey rolled out to all Departmental Staff • Service areas working to ensure service plans align to vision values and principles • Children in Care Pledge refreshed • Neglect assessment tool rolled out • Lunch and Learn sessions for practitioners • Reduction in Children on CP plans • Reflective Supervision tool rolled out • Early Help Remodelling consultation informs planning • Leicester Children’s JSNA published online • YOS Victim Contact Worker awarded 2017 national Restorative Justice Practice • Annual ‘Celebrating success’ and ‘Stars in the making’ events for Children in care held

Strengthening the Approach and Accelerating Progress

From April to October 2016, 12 week action plans accelerated progress in key focus areas.

Those key focus areas are combined with actions and recommendations from the peer challenges, SCR learning, audit and monitoring visit recommendations to create a set of 9 key areas of work for the **Refreshed Improvement Plan**

The diagram below summarises the nine key areas of work that we will focus on next in order to strengthen our approach over the next 12 months.

We will continue to develop strong and effective leadership, management, governance and assurance, which will create the conditions for a culture and practice that makes a positive difference to children and young people's lives.

We are continuing to build on our quality assurance arrangements to continually learn and improve what we do.

We want to make sure our workforce is stable, able and capable and has the right support, skills and tools to make a difference and aim high for children and young people in Leicester City.

By doing these things we will be able to get things right consistently for vulnerable children which include:

- children in need, subject to child protection plans, looked after children and care leavers.
- those at risk of, or who have been subject to child sexual exploitation and trafficking
- those missing, and suffering other types of harm or neglect

We will judge our efforts by listening and hearing whether it makes a positive difference to the experience of children and young people and helps them feel confident in their future.

Leadership, Management and Governance

Culture and Practice

Quality Assurance

Workforce

Children in need of Early Help

Casework Improvement

CSE, Missing, Trafficked

Looked After Children and Care Leavers

Voice and Experience of Children and Young People

Refreshed Improvement Plan

Leadership, Management and Governance

Why are we focused on this area?

The changes made to transform the delivery of services for children in need and early help, together with a new children's recording system were implemented in 2014. This contributed to significant disruption in the workforce and significant issues as a result, predominantly, high numbers of unallocated child protection cases and insufficient and inconsistent safeguarding of vulnerable children in need. Ofsted judged our Leadership, Management and Governance as inadequate in March 2015.

Since that time Strategic management has taken decisive action to identify areas of weakness in practice, management oversight and governance to ensure we know where to improve outcomes for children and young people. Strong partnership arrangements at a strategic level, with challenge and support from the Improvement Board and LSCB are driving forward the improvement plan

As the recent Peer Challenge (September 2016) noted, "Children's Services is on an ambitious journey of improvement and is demonstrating a strong commitment to improving outcomes for children and families in Leicester City".

Linked with Recommendations from LCCIB

- Ofsted recommendations (SIF)
- YOS joint inspection (FJI)
- Ofsted Monitoring Visit (MV1, MV2, MV3, MV4, MV5)
- SAVMax (SAV)
- QA audits (QA)
- Learning from Serious Case Reviews (SCR)

RAG	Action	Impact
	Completed	Progress made
	On task	Progress starting
	Not started	No impact

What we will now achieve

- Strong and robust individual and partnership arrangements for all children in need including those at risk of DV, CSE, FGM and/or who go missing
- Ensure the strategic framework is embedded in performance activity and work we do
- Refresh and rollout the strategic communications plan
- Embed the roles of practitioner groups to support the improvement journey as business as usual
- Sustain the open dialogue and visibility of leadership created

How we will do this

- Continue to strengthen links across the local authority, with elected members, children and young people fora and the whole partnership system to ensure the conditions for excellent partnership working and practice flourish
- Consolidate & strengthen governance arrangements ensuring there is a culture of listening to views of children, having professional curiosity and providing constructive challenge
- Continue to implement member training programme
- Promote the workforce strategy and the culture of learning and development
- Seek ways in which innovative opportunities can be created
- Seek ways in which partners can work more closely together to better serve vulnerable children and young people

How we will know when it's working

- Governance supports challenge and effective use of management performance and quality assurance information
- Improved performance on key measures is sustained
- Feedback from staff through a variety of touchpoints, including annual surveys and practitioner groups show morale and commitment is demonstrable
- Good practice is routinely shared and presented
- There is a golden thread of oversight from the top
- Oversight by the Improvement Board

Leadership, Management and Governance

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
Leadership									
SAV	Embed Children's services vision, values and principles across the workforce	Workforce articulate their role & responsibilities in creating positive aspiration and ambition for children and families in Leicester	Finalise the revised Strategic framework and communicate to the workforce	Apr-May 2017	DCS		Service Plans align with vision values and principles by March 2017 Steering group of Practitioners contribute to embedding across workforce		DMT with HOS
SAV	Enable staff to understand their roles & responsibilities within the vision, how they connect & support child's journey	Workforce articulate their role & responsibilities in creating positive aspiration and ambition for children and families in Leicester	Embed the strategic framework into annual professional development reviews (PDRs)	End 2017	DCS		Strategic Framework is evidenced as part of performance management in PDRs Practitioners can articulate the story of Leicester and their role		DMT with HOS
SAV	Ensure workforce recognises all Children's services roles as being one organisation	Workforce articulate their role & responsibilities in creating positive aspiration and ambition for children and families in Leicester	Reinforce message through departmental briefings and via senior management team events	ongoing	DCS		Workforce surveys, DMT with Hos, SMT and feedback (managers and practitioner groups)		DMT with HOS
Management									
FJI	YOMB membership and composition allows for all partners to effectively challenge performance, are involved in service design and contribute to the reduction of reoffending rates, the management of risk of harm and in protecting vulnerable children and young people.	Reduction of reoffending rates and the management of risk of harm and in protecting vulnerable children and young people	YOS IAG	End of Dec 2016			Quarterly CSE reporting to YOMB - standard agenda item Redesign of live tracker complete and built in quarterly reviews on impact. Ongoing positive results being indicated – review in 12 months Toolkit will be used to better understand the reoffending of young people in order to offer targeted and tailored interventions		YOMB
FJI	Management oversight is consistent and effective in ensuring that all case management work is conducted to a good standard	Case management work is conducted to a good standard	YOS IAG	July 2016			Review impact of measures in place.		YOMB

Governance								
SAV	Review referral routes into Children's services, one through EH and one through DAS.	Facilitate partner access to Council Children's Services EH & DAS	Launch of one front door number to EH and DAS	Jan 2017	HoS EH & CIN		Feedback from Partners through both operational and strategic meetings is positive.	SUSD T&F reporting to SMT
SAV	Create a fully shared and consistent language which reflects work processes accurately i.e.: use of step up/step down, single agency	Standardise use of language and performance measures between EH & DAS/CIN to ensure clarity	Verification and validation of reporting figures in relation to SUSD/transfer between DAS-EH Response and vice versa	Feb 2017	HoS EH & CIN		Performance measures more accurately show difference between SUSD and transfer	EH Strategic Board
SCR	LADO	Performance Reports on the LADO role will evidence an effective timely service and meet statutory requirements	Work of the LADO is moved to be recorded in Liquid Logic children's recording system	Apr 2017	HoS SG & QA		<ul style="list-style-type: none"> ▪ LADO supervision and QA focuses on child protection procedures informed by national SCR's. ▪ LADO allegations in LSCB quarterly report Child protection procedures followed. 	SG&QA Service Improvement plan

Refreshed Improvement Plan

Culture and Practice

Why are we focused on this area?

Good practice comes from strong leadership which develops a confident workforce with a culture focused on the 'hearts and minds' of children, young people and families. This is supported by a quality assurance framework that is embraced and embedded at every level of the service. A key challenge is ensuring consistency of practice and management oversight, recognising that high quality practice makes a direct difference to outcomes for children and young people.

Linked with Recommendations from LCCIB

Ofsted recommendations (SIF)
 YOS joint inspection (YI)
 Ofsted Monitoring Visit (MV1, MV2, MV3, MV4, MV5)
 SAVMax (SAV)
 QA audits (QA)
 Learning from Serious Case Reviews (SCR)

RAG	Action	Impact
Green	Completed	Progress made
Yellow	On task	Progress starting
Red	Not started	No impact

What we will now achieve

- Consistent practice is shaped by a shared understanding across the workforce of the practice values and standards

How we will do this

- Continue to develop an enhanced programme of practice workshops, lunch and learn programmes, learning events (Learning Hub with DMU)
- Advanced Practitioners promote and contribute to improved practice through their lead themes
- Implementing learning from audits, peer reviews, feedback from children/young people and families

How we will know when it's working

- There is evidence of consistently higher standards of practice in all stages of work with children and young people
- There is evidence of higher quality case work (e.g. 30% of case file audits rated *Good* by end Dec 2016)

Culture and Practice

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
SAV	Launch and Implement overarching practice framework	Improve consistency of practice to reflect how Leicester city want children and families to experience their services	Agreement made with Signs of Safety organisation to implement May/June 2017	May 2017	Principal SW/Direct or Social Care & Early Help		Framework (with reflective supervision tool) is widely used with children and families and contributes to better plans and outcomes for children/yp		Workforce Strategy Group
SAV	Practitioners to consistently focus on trajectories, impact and outcomes of the child's plan	Improve consistency of practice to reflect how Leicester city want children and families to experience their services	Soft rollout of Supervision tool with practitioners	Dec 16	Principal SW/ QA & Improvement Manager		<ul style="list-style-type: none"> Since April 2015, 981 cases have been audited and there have been discernible improvements evident since the time of the Ofsted Inspection (January 2015). An increasing number of case file audits are assessed to be good or better The local authority's case audits were accurate and of good quality. They demonstrated that managers had a sound understanding of what is good practice (Ofsted Monitoring Visit – August 2016) 		Workforce Strategy Group
MV1	Practitioners are not given sufficient opportunities to reflect and analyse their casework practice	"Lunch and learn" programme to be developed to include CAF/CASS+ and other themes	Jan 2017						
MV2		Advanced Practitioner leads developing and rolling out L&D around key themes	Nov 16						
SAV SIF	Develop opportunities for joint supervision/team meetings across the workforce especially between early help and social care	Create opportunity to increase cross team/service working	Extended SMT facilitate joint meetings between team across the division	Jan 2017	HoS Early Help/CIN/ LAC		<ul style="list-style-type: none"> Cases are jointly worked between Early Help and CIN teams Services ensure transfer/transition of cases is robust with clear management oversight. 		SMT
			Team Managers practice group facilitates connection between EH and Social Care	Mar 2017	Principal SW				
SAV MV1 A4 SCR	Assessments and case records demonstrate an inconsistent level of professional curiosity	Improve consistency of practice to reflect how Leicester city want children and families to experience their services	Service Improvement Manager to improve quality and frequency of chronologies across all social care services Increased attendance and	Dec 2016	Director Social Care & Early Help		<ul style="list-style-type: none"> The Division rolled out an Assessment training programme for all social workers. RIP Assessment training held for all staff in order to strengthen and significantly improve the quality of 		ESMT

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
		Ensure that history informs assessments, identification of risks and planning	evidence of practitioners using lunch and learn sessions, APs leads, learning and development hub and other learning events to increase levels of professional curiosity	Feb 2017	Principal SW		assessments. ▪ A Single Assessment toolkit developed to support workers is available online and within the induction product. Children's Social Care and Early Help Assessment Toolkit link ▪ Positive feedback from practitioners attending Learning and Development Hub series of lectures - research and theories support reflective opportunities.		
SCR MV2 MV5	Robust Assessments should address risk, inform assessment and planning.	Practitioners understand, take account and record individual diversity needs Family history should be included in all single assessments Ensure Care plans are informed by regular and up-to-date assessment of needs (B9)	▪ Review diversity training and ensure heritage model is re launched and used.	Apr 17	Principal SW				SMT
			▪ Performance meetings to dip sample cases ▪ QA process will collate information where this is not the case in order to develop further themed learning.	Jan 17	HoS HoS SG				
FJI	Cases open to YOS & children's social care, are jointly managed	The individual child/young person is protected better	YOS IAG	Dec 2016	HoS, SMs & f/l staff		▪ Review CSC/YOS procedure ▪ Joint Meetings to ensure effective partnership ▪ Undertake joint auditing of cases open to CSC and YOS		YOMB
SCR	Case Recording - Agencies to provide assurance and evidence to LSCB that they have reviewed their own agencies recording practices	Standards must be compliant with the LLR Multi-agency safeguarding procedures Practitioners to ensure the 10 Key standards and expectations are part of supervision discussions	Self-audits and work undertaken in service areas (CIN teams) had impact – activity to be done across other service areas.	Dec 16 – Jan 17	HoS CIN/ LAC		▪ Timeliness of case recording is being measured by the Service Improvement Manager -more than 95% of CIN cases have case note recordings in 14 days. ▪ The Service Improvement Mgr will drive the quality of case recording to ensure that this is consistently good and provide updates to the Casework Improvement Board		Performance Board
SCR	Completion of Systems training to support practitioners	Practitioners are confidently and accurately using systems to update the child's record	Practitioners are accessing essential training 1 and 2 and version update training	Dec 16	HoS CIN/ LAC/ SG&QA		▪ Systems training completed. Team Managers, Advanced Practitioners and champions support practitioners		Liquid Logic Steering Group

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
			Implement changes to the Disabled Children's Service system	Dec 16 – Jan 17	Director Learning		▪		
MV5	Quality of Permanence Planning is too variable and often quite poor, particularly at initial stages of a case	Service has robust management oversight of all children's cases 6 months after entrance to care to prevent drift.	LAC teams are represented at final LPMs to ensure all arrangements including contact are supportive of permanence being achieved	Dec 16	HoS CIN/ LAC		<ul style="list-style-type: none"> Improved care and permanence planning evident in case recording Increased proportion of LAC achieving permanence Tracker of all potential exits from care monitored on a regular basis to ensure children exit care in a timely, appropriate way. 		Edge of Care Board
			Service Managers visit outstanding tri-borough to evaluate their systemic practice process for exits from care	Jan 17	LAC SMs				
			Permanence progression panel to be chaired by Director to oversee all plans for exit.	Mar 17	Director SC&EH				
MV5	Good practice examples to be routinely shared across services	Tools and good practice examples are easily accessible to practitioners	Auditors/QA team with SMs build up portfolio of good cases	Dec 16	HoS SG		<ul style="list-style-type: none"> Good cases portfolio to be uploaded to online resource Use of good cases in CPD sessions 		SMT
			Lunch and learn sessions feature good practice examples	Jan 17	Principal SW				<ul style="list-style-type: none"> Forward plan includes sessions from Advanced Practitioners, Independent Chairs, Legal, partners, Fostering and Adoption and the CFS Team.

Refreshed Improvement Plan

Quality Assurance

Why are we focused on this area?

We want good practice which ensures the child is at the centre of all we do. The Performance Management and Quality Assurance framework developed and approved by the LCCIB in July 2015 has created a structure for improvement and is enabling a shift in culture to drive a passion for high quality practice. The 10 Key Standards and Expectations are embedded into practice and are threaded into our quality assurance framework and planning. Over the last year, increased access to meaningful reports and sharing of good practice has shaped service improvements at all levels. We want to achieve sustainable and deeper improvements for all those working with children young people and families, to embrace strong shared beliefs, to have a commitment to high quality practice and have ambitions for those children and young people.

Our further improvement work addresses many of the Ofsted recommendations and the continued exploration of improvement through Monitoring Visits, self-audits, multi-agency audits and external reviews.

Linked with Recommendations from LCCIB

Ofsted recommendations (SIF)
 YOS joint inspection (YI)
 Ofsted Monitoring Visit (MV1, MV2, MV3, MV4, MV5)
 SAVMax (SAV)
 QA audits (QA)
 Learning from Serious Case Reviews (SCR)

RAG	Action	Impact
Green	Completed	Progress made
Yellow	On task	Progress starting
Red	Not started	No impact

What we will now achieve

An improvement in consistency and quality of practice ensures children and young people experience better outcomes which are timely and aspirational

How we will do this

- Good practice examples, including those reflecting the voice of the child in both early help and social care, are consistently shared in practice.
- Use a common shared framework bespoke to Leicester following a strengths-based approach and using local research from De Montfort University 'The Triad of Understanding'.
- Consistent use of the Supervision tool rolled out in January 2017
- Centralised online procedures which are continually updated to support practitioners

How we will know when it's working

- QA reporting shows we are providing a standard of service that is "Good", to children and young people.
- The voice of the child is clearly heard through casework and recordings.

Quality Assurance

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
SCR	Agencies to provide assurance and evidence that practitioners are complaint with LLR LSCB multi-agency safeguarding procedures	Practitioners are confident of procedures and know from where and from who to access information SW's know the procedures and their role in resolving professional disagreements. Safeguarding Unit rigorously supports, enables and challenges the safeguarding partnership in its arrangements to support and protect children and families.	<ul style="list-style-type: none"> LA launched online procedures with desktop shortcut access. Website usage will be monitored monthly, updates will be provided twice per month Managers ensure changes in practice and protocol are updated via one-stop shop - online procedures Managers monitor and support practitioners with ongoing supervision and professional development 	Nov 2016 Nov 2016 and ongoing	SMT SMT		<ul style="list-style-type: none"> Performance data on procedural compliance is available in the performance book and daily reporting of key data. Scrutinised via meetings including, monthly Performance Board chaired by DCS. The LSCB procedures re-launched in October with mandatory training for all frontline staff and managers. Online Host provider reported that Leicester has one of the highest hits across the country evidencing accessing of procedures has significantly improved 		Operational workforce Group/ PAAG/LSCB
SCR	Practitioners should always undertake multi-agency enquiries and ensure fathers are included in assessments	Fathers are shown to be considered as part of assessments on children and young people.	<ul style="list-style-type: none"> Audits to check if fathers are fully considered and concerns fully assessed Themes will be used to inform training. LSCB to do multi-agency audit on involvement of fathers, quality of assessment and information sharing. 	Nov 16 Feb/Mar 17	SG & QA HoS		<ul style="list-style-type: none"> Quality assurance reporting shows that assessments are fully informed by other agencies and include all parents Outcome of multi-agency audit by LSCB shows positive learning 		SMT/Performance Board/ PAAG/LSCB
MV2	Strengthen the QA role of the IRO and CP chairs to address drift and delay	Significant improvements in evidencing the role of IRO in case notes, including evidencing challenge. IRO's are robust in challenging social care where the agreed plan has not been progressed in the interest of promoting best outcomes Ensure effective re-unification plans are agreed by a statutory review (B12)	<ul style="list-style-type: none"> Make good practice recommendations as part of a learning culture Audit of reunification plans by IRO service Escalation pathway incorporated into the LL system Develop Dataset monitoring form to identify pattern and trends EH attends all initial conferences to assess if 	Mar 17	SG& QA HoS		<ul style="list-style-type: none"> The SG & QA Monitoring form encapsulates the 10 service standards and informs quality assurance reporting Monitoring Forms/ feedback from cyp/concerns and escalations inform the QAF on emerging themes/ quality of practice issues Increase in EH joint working on CIN/CP cases, currently 35% of all cases have EH involvement. 		SG & QA Service improvement plan/ SMT

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
			there is a role for Early Help.						
MV5 B14	Too many foster carer reviews are not completed within timescale or chaired independently	80% of FHRs to be completed within timescale by Jan 2017	<ul style="list-style-type: none"> External independent reviewer contracted to review Foster Carers and regulation 44 	Dec 16	Director SC &EH/ HoS LAC		<ul style="list-style-type: none"> Reduction in FHRs out of time Independent reviewer reports and makes recommendations on any themes arising 		Performance Board

Refreshed Improvement Plan

Workforce

Why are we focused on this area?

We are building on the work to recruit, retain and upskill an able and stable workforce to deliver high quality services to children to keep them safe and make a real difference to their lives.

A national shortage of social workers and team managers meant that our strategy was to recruit ASYEs and grow our own experienced and committed practitioners.

Increasingly, a more positive profile of Leicester City in practitioner networks has contributed to shifting perceptions of how we are supporting practitioners to make a difference and be ambitious for the children and young people in Leicester. We are making sure practitioners are, and feel supported, and stay committed to Leicester City children, by offering excellent training, supportive supervision and management caseloads, whilst providing the right environment and culture for practitioners to develop their skills and experience.

Linked with Recommendations from LCCIB

Ofsted recommendations (SIF)
 YOS joint inspection (YI)
 Ofsted Monitoring Visit (MV1, MV2, MV3, MV4, MV5)
 SAVMax (SAV)
 QA audits (QA)
 Learning from Serious Case Reviews (SCR)

RAG	Action	Impact
Green	Completed	Progress made
Yellow	On task	Progress starting
Red	Not started	No impact

What we will now achieve

Attract and support the development of a skilled and competent workforce through a strong ASYE offer, leadership training; a learning and development environment and one which enables career progression

How we will do this

- Greater numbers of permanent managers and senior officers to ensure consistency of practice and support
- A robust ASYE and CPD offer
- Strong leadership thread from senior management through Principal Social Worker, managers and advanced practitioners
- Promote vision values and principles of working with children and young people in Leicester City

How we will know when it's working

- Learning and development programme is developed from practice needs, research and PDR.
- Systematic audits show frontline practice work is informed by latest research, uses direct work with children and young people and is compliant with legislation, statutory guidance and Leicester service standards.
- A succession planning 12 month forward plan is reviewed regularly.
- Principal Social Worker ensures that in-practice development of staff is systematically delivered.

Workforce

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
MV2 MV3	Stability and experience of the workforce, in common with many other local authorities, continues to be a challenge for Leicester City.	Support the development of a skilled and competent workforce; enable career progression	All PDRs completed to inform learning and development needs across staff Refresh and strengthening of Workforce Strategy Workforce Progression framework launch ASYE offer and programme embedded	Oct 16 May 17 Apr 17 Mar 17	DCS DCS Director SC &EH Director SC & EH	Green Yellow Yellow Green	<ul style="list-style-type: none"> Bespoke training is commissioned by the SMT Skills audit completed for Targeted Early Help services which informed workforce development plan 	Yellow	Workforce Strategy Board
SAV SIF	To increase the level of skills and experience across the Team Managers	Team Managers use learning and leadership skills to support practitioners, provide strong supervision and clearly demonstrate sound management oversight.	Ongoing programme of skills mix Evaluation and forecasting in teams and managers identifies areas of need Leadership programme for Team Managers rollout refresh	Ongoing Apr 17	HoS HoS/ HR	Green Yellow	<ul style="list-style-type: none"> Permanent CIN Service Managers Introduction of SAT team given breathing space for CIN teams Team Managers cohort is stabilising and ratio of permanent Team Managers increasing. Managers ensure oversight, reflective practice and guidance is clearly recorded in casework 	Green Yellow	Workforce Strategy Board
SAV	Advanced Practitioners could be better harnessed to develop a more cohesive support framework to staff within the teams and drive forward practice	Improve consistency of practice to reflect how Leicester city want children and families to experience their services	Advanced Practitioners are linked to individuals in the new ASYE cohort starting in November and support individuals moving to level 2 practitioner	Nov 2017	Principal SW	Green	<ul style="list-style-type: none"> All 9 advanced practitioners in post - each leads on a theme (e.g. DV) and has workforce lead (practitioner group) Good feedback from new ASYE cohort re: support and supervision 	Yellow	Workforce Strategy Board
SCR	To improve safeguarding practice of staff	Safeguarding competency framework, learning and development includes awareness, understanding, knowledge and skills	Ensure practitioners complete and understand safeguarding using framework Continuous CPD via lunch and learn, mentoring, audit feedback, QA framework, training and development sessions	Ongoing	Org Dev/ OWG	Green	<ul style="list-style-type: none"> All 9 advanced practitioners in post - each leads on a theme (e.g. DV) and has workforce lead (practitioner group) Good feedback from new ASYE cohort re: support and supervision 	Yellow	Workforce Strategy Board

Refreshed Improvement Plan

Children in need of Early Help

Why are we focused on this area?

Our Early Help offer recognises the strengths that already exist in families and communities, which enable children to grow up to be independent and resilient adults. It is vital that Early Help support is available and easily accessible to avoid crises developing that may need more specialist service involvement.

The following partnership principles agreed in Leicester’s recently published Early Help Strategy ‘Support – Strengthen – Thrive’ guide and support service delivery:

- Early Help is the shared responsibility of all partner organisations who work with children of any age and at any time
- Early Help services should be responsive, flexible and focused on safeguarding children, improving their outcomes and promoting their health and wellbeing
- Children and young people’s needs are best met when addressed in the context of the whole family, meaning that parents / carers / siblings’ needs are addressed with consent as part of a holistic and integrated Early Help response
- All children and families have a right to receive high quality Early Help services that are appropriate to their needs and take their views and lived experience into account, irrespective of their circumstances or background
- Where possible, children should be supported in their local communities in universal settings, avoiding the need for statutory involvement
- The Early Help workforce should be capable and confident, with organisations supporting staff to develop their skills and work collaboratively to provide support to children and their families
- Early Help partner organisations will share information appropriately (in line with the Information Sharing Agreement and on Liquid Logic) in order to improve services and mitigate the risks that result when information is not shared

Linked with Recommendations from LCCIB

- Ofsted recommendations (SIF)
- YOS joint inspection (YI)
- Ofsted Monitoring Visit (MV1, MV2, MV3, MV4, MV5)
- SAVMax (SAV)
- QA audits (QA)
- Learning from Serious Case Reviews (SCR)

RAG	Action	Impact
Green	Completed	Progress made
Yellow	On task	Progress starting
Red	Not started	No impact

What we will now achieve

A working together partnership approach to ensure children, young people and families are supported and avoid the need for statutory involvement.

How we will do this

- Partners confidently lead on single agency assessments and EHAs
- Council Children’s Services facilitate partner access to advice and guidance for Early Help and Safeguarding
- Ensure thresholds are understood and applied appropriately

How we will know when it’s working

- Partners report increased numbers of taking role as appropriate lead practitioner on EHAs
- Early Help Assessments are shown to be appropriate to the needs of children/young people and families
- Launch of one number to access Leicester City Council Early Help and Social Care

Children in need of Early Help

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
SAV LCCIB (S5, B3)	Engage partners as Lead Professional in practice	<ul style="list-style-type: none"> - Increase the number of external partners as Lead Practitioners - Improved and co-ordinated active partnership approach to Early Help Assessments (EHA) - Improved feedback from children, young people and families on EHA process 	Early Help Strategy agreed at Children’s Trust – to be launched	Dec 16	DCS		<ul style="list-style-type: none"> ▪ Partner group monitor EHAs and assign new EHAs appropriately. ▪ Quarterly EHA report by all partners is provided to Early Help Strategic Partnership Board. ▪ Improved feedback from children, young people and families on EHA process 		SUSD T&F group
			Task and Finish group set up to progress	Sep 16	Director SC & EH				
			Proposals for Lead Practitioner to be submitted to EHSPB, CTrust, LSCB and LCCIB.	Nov 16 - Jan 17	Director SC &EH				
			Plan for go-live in April 2017	April 17	T&F grp				
SAV MV1	System of internal referral process between early help and statutory services not supportive to practitioners	<ul style="list-style-type: none"> - Remove unnecessary bureaucracy when seeking intervention from other services in the organisation 	Monitor performance of all cases stepping down to early help services	Aug 16	HoS/ SMT		<ul style="list-style-type: none"> ▪ EH attendance at initial conferences, closures where EH is identified as a next step and weekly surgeries held by Early Help for social work teams have improved case working join up/step down 		SUSD T&F group
FJI	<p>All health needs of children and young people supervised by the YOS are identified and met.</p> <p>This should include the physical and sexual health needs and speech, language and communication needs.</p>	<ul style="list-style-type: none"> - Clear pathways for all health needs (physical and sexual) to be developed and embedded across the service. - A clear training package to be revisited (speech, language & comms needs for young people) with a clear pathway through to specialist services - Health data to be considered as a standard item at the YOMB. 	YOS IAG action plan for YOMB	Sep 16	YOS IAG		<ul style="list-style-type: none"> ▪ Health data through health assessments on all young people known to service – in developmental stage – with further work required on CAMHS data ▪ CAMHS pathway refreshed and a briefing held with staff ▪ “View point” system highlights health needs of service users as part of their voice ▪ Lead Commissioner Health reviewing all specifications regarding performance and data sharing 		YOMB
				May 16					
				July 16					

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
		- Service users to carry out a service audit about met health need to ensure interventions are maximised. - Revisit training on all health pathways		Aug 16 Aug 16					
MV3	Step up to Children's Social Care rates require careful monitoring.	To ensure that early help practitioners have the skills and knowledge to recognise when children and young people require support and protection with statutory services.	Monthly reporting and monitoring to track SUSD rates QA auditing of cases to check quality Partnership Performance Group sample cases to check quality	Jan 2017 March 2017 Jan 2017	HoS EH & HoS CIN		<ul style="list-style-type: none"> Monthly reporting through the EH Performance Book Auditing of cases as part of the QAF framework to check that cases are appropriately stepped up to social care. Low step up (under 2%) from council early help services to social care. 		Performance Board
MV3	Re-referral rates require close monitoring. A greater number of cases are now stepping down to early help. The effectiveness of early help services will need to be evaluated by the local authority	Ensure children and young people receive intervention/ support when they need it, assessments are	SUSD arrangements reviewed, including auditing SUS protocol revised Deliver and embed triage and screening principles across DAS, EHR and SAT teams Remodelling of Early Help services implemented	Feb 17 Mar 17 Mar 17 Oct 17	HoS CIN & EH TS		<ul style="list-style-type: none"> Audit recommendations, thresholds review and screening principles inform the revised protocol 		SUSD T&F group

Refreshed Improvement Plan

Casework Improvement

Why are we focused on this area?

Leicester is striving to be an authority where direct work with children, young people and families is of the highest quality and is delivering measurably improved outcomes and for progress to exceed expectations for some children and families.

In order to achieve this, we will:

- continue to develop procedures processes and practice to ensure that help is provided is well coordinated and recorded
- ensure that thresholds between early help and statutory child protection work are appropriate, understood and operate effectively
- ensure that records of action and decision are clear and up to date
- ensure that children and young people are listened to and heard
- support social workers to build effective relationships with children and their families in order to assess the likelihood of, and capacity for, change
- ensure that risk is well understood, managed and regularly reviewed
- ensure that children and young people experience timely and effective multi-agency help and protection through risk-based assessment, authoritative practice, planning and review that secures change.

Linked with Recommendations from LCCIB

Ofsted recommendations (SIF)
 YOS joint inspection (YI)
 Ofsted Monitoring Visit (MV1, MV2, MV3, MV4, MV5)
 SAVMax (SAV)
 QA audits (QA)

Learning from Serious Case Reviews (SCR)

RAG	Action	Impact
	Completed	Progress made
	On task	Progress starting
	Not started	No impact

What we will now achieve

Ensure practitioners know what they should be doing for children and help them to be able to do their job well by giving them the time they need and the right help and support.

Create a culture of learning that provides social workers and practitioners with high support and high challenge.

How we will do this

- Principal Social Worker to develop further joint work with DMU, increasing learning and development opportunities
- Advanced Practitioner to drive progress and improvement in their lead areas
- Closer inter-team working to be promoted
- Service Improvement and Quality Assurance teams to support learning and work 1-1 with practitioners
- Service Improvement team to ensure good practice examples are shared with practitioners and in team meetings

How we will know when it's working

- Evidence of greater use of research, resources and tools to inform assessments, plans and decision making
- Quality Assurance reporting shows improvements in casework practice
- Practitioners feedback improved partnership working with a focus on the child/young person
- Records show evidence of engagement and direct work with children and families

Casework Improvement

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
SAV	Intermittent joint supervision at specific points in the life of a case between Team Manager, Advanced Practitioner and ASYE	To ensure that planning for children is constantly evaluated to seek the best outcomes and aspirations for children and young people	Supervision tool rolled out as part of the Supporting Safety framework	Jan 2017	Principal SW/ HoS		<ul style="list-style-type: none"> ASYE portfolios and their feedback illustrates clarity of roles and affirms supportive supervision enables development 		Workforce Strategy Group
SCR	Quality of and timeliness of Pre-Birth Assessments to be improved	<ul style="list-style-type: none"> Pre-birth assessments to be improved with tools and resources readily available for social workers. Social work methodology will support strengthening assessments QA manager to support with strengthening 	<ul style="list-style-type: none"> Lead advanced practitioner (for PBA's) checks every case requiring pre-birth assessment to identify and plan action. A further single agency audit of pre-birth assessments to be included in the QA audit plan cycle Information on LSCB website for social workers is promoted 	Dec 2016 Jan 2017 Dec-Jan	QA auditors QA auditors HoS		<ul style="list-style-type: none"> Outcome of MACFA audits actions are tracked Pre-birth Advanced Practitioner tracks cases and supports practitioners to do assessments More timely assessments and intervention to protect unborn babies demonstrate the effectiveness of a pre-birth tracking tool 		SMT
SCR	Strategy Discussions need to involve all relevant professionals	All professionals understand and contribute to ensure risks for children and young people are fully considered	Operational Performance Meetings between partners and LA put in place Tracking of all contributions to strategy meetings monitored and escalated where issues arise	Jan 2017 Ongoing	Health, Education Police; HoS CIN HoS LAC		<ul style="list-style-type: none"> Quantitative data for strategy meetings include core agencies. Audit activity confirms the majority of strategy meetings are WT compliant. Daily monitoring of strategy meetings/S47's shows the majority are undertaken within timescales. Strategy discussions are monitored in the weekly performance meeting chaired by Service Mgr. Ofsted notes in Jan 2017 Monitoring Visit that Partners attend and contribute to Strategy discussions 		Multi-agency performance meetings
SCR	Failure to Thrive	Use of all resources to ensure plans seek the best outcomes for children and young people	Service areas to ensure Neglect toolkit is used to support workers in assessing issues of neglect	Jan 2017	HoS, CIN/LAC, Early Help		<ul style="list-style-type: none"> Evidence of effective practitioner usage of Neglect tool kit 		SMT/Performance Board
SCR	Use of written agreements	Written agreements are	Re-launch PLO procedures	Dec	Director		<ul style="list-style-type: none"> 		Casework

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
	with families	consistently evidenced in the PLO process but are not relied upon to safeguard the children	to CIN managers	2016	SC&EH				Improvement Board
SCR	Contacts made by partners – Referral thresholds to be increasingly understood across partner agencies and self-filtered by partners	Inappropriate contacts reduce as partner agencies are more confident to refer cases for early help (Council or partners)	Referral thresholds to be addressed within multi-agency performance meetings. EH and DAS at front door reference thresholds	Nov 2016 Jan 2017	Partners/ HoS CiN/ Early Help		<ul style="list-style-type: none"> Further dip-sampling of contacts in June 2016 (Health partners and LA) has shown appropriate thresholds for referrals increasingly met. 		Multi-agency performance meetings
SCR	Referral thresholds to be more consistently applied from CIN to CP	A stable CIN service workforce improves quality of practice including more consistent application of thresholds	Referral thresholds to be monitored by Senior Management Team Permanent CIN Service Manager appointed Recruitment of 4 Permanent Team Managers CIN Teams	Nov 2016 Oct 2016 Mar 2017	SMT		<ul style="list-style-type: none"> Thresholds for progressing cases from CIN to CP are identified within the QA framework, and escalated by the safeguarding unit as and when required. 		SMT
SCR	Staff have access to Legal advice and LPM	Tracker system enables case tracking manager to ensure LPMs are taking place. All staff have access to legal advice including the IRO service who have access to independent legal advice.	LPM decisions are recorded in case files Safeguarding Unit system tracks and responds to LPMs not taking place CAFCASS training to be incorporated into lunch and learn plan (12 to 1pm every Wednesday at HH) Legal Team to re-run training	Ongoing Ongoing Dec 2016 Dec 16 - Jan 17	CAFCASS/ Principal SW		<ul style="list-style-type: none"> Issues across Legal, CAFCASS and FJB monitored and actioned from Casework Improvement Board Newly appointed Case tracking Manager updates Board on areas requiring improvement. QA checkpoint in November to evaluate progress compared to January Private Law performance group notes good performance 		SMT
SCR	Children subject to a child protection plan for over 2 years	Ensure that children and young people are not subject to 2 nd or subsequent CP plan due to quality of practice	Senior managers to review all cases over 2 years Further monitoring by safeguarding unit as numbers are too high (10 -	Dec 2016 Dec 2016	SMT HoS SG & QA		<ul style="list-style-type: none"> Senior managers reviewed all children on CP plans to ensure plans are being progressed appropriately. Safeguarding Unit reports on children subject to CP planning for 		Performance Board/ SG&QA Service Improvement plan

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
			Nov 16)				over 2 years to reduce drift and delay (31 Dec, 10 children from 5 families remain subject to		
LCCIB/ PAAG	Children subject to a child protection plan for a 2 nd or subsequent time	Ensure that children and young people are not subject to 2 nd or subsequent CP plan due to quality of practice	Review of cases by Service Manager to report to PAAG.	Nov 2016	HoS SG & QA		<ul style="list-style-type: none"> ▪ Action is taken by service following Child Protect Service reviews and recommendations on cases. ▪ 		Performance Board

Refreshed Improvement Plan

CSE, Missing, Trafficked

Why are we focused on this area?

Tackling children who are at risk of or subject to CSE or Trafficking is a local strategic priority. Across Leicester, Leicestershire and Rutland (LLR), a joined up multi-agency strategic and operational approach is being driven forward. Building on existing local arrangements a specialist multi-agency CSE, Missing trafficked Leicester team was formed in September 2016 and forms part of the Multi-agency CSE Missing Trafficked Hub responsible for sharing intelligence and coordinating the operational response to CSE, trafficking and missing across LLR. The development of the team is based on a number of other successful models operating across the country. This Hub and Spokes model ensures that whilst the multi-agency LLR CSE team will have overall responsibility for coordinating the response to CSE, tackling CSE will remain everyone's business. The multi-agency CSE Hub's tactical approach is closely aligned to the objectives of the local strategy underpinned by the following strategic priorities:

- | | |
|---|--|
| <ul style="list-style-type: none"> PREVENTION
(reduce numbers of children at risk) PROTECTION
(reduce the risk of harm to children) PURSUE
(disrupt and bring offenders to justice) | <ul style="list-style-type: none"> PROVISION
(provide effective services for support and recovery) PARTNERSHIP
(build public confidence) |
|---|--|

Linked with Recommendations from LCCIB

- Ofsted recommendations (SIF)
- YOS joint inspection (YI)
- Ofsted Monitoring Visit (MV1, MV2, MV3, MV4, MV5)
- SAVMax (SAV)
- QA audits (QA)
- Learning from Serious Case Reviews (SCR)

RAG	Action	Impact
	Completed	Progress made
	On task	Progress starting
	Not started	No impact

What we will now achieve

Working alongside county colleagues, health and police partners will ensure a systematic approach is taken to understanding the issues for these young people at high risk. The co-ordination and sharing of key information is critical and it is envisaged that a better understanding of the prevalence of CSE and how this can be tackled can be achieved with this model.

How we will do this

- Leicester City's CSE Missing and Trafficked team is co-located within the multi-agency LLR CSE hub.
- The LLR CSE Missing Trafficked Operations Group drives the Strategy & Action Plan
- An operating protocol (MACSE protocol) agreed.
- The Leicester City team undertakes return interviews, for missing children & young people
- Develop evidence base of prevalence of CSE and local need, highlighting risks and vulnerability indicators, so that historic, possible and current CSE, trafficking and missing can be identified
- Raise awareness across the workforce ensuring all frontline and strategic staff recognise the warning signs of CSE, understand and act on them

How we will know when it's working

- The local profile of CSE will be better understood
- Enable targeted preventative, protection, disruption and prosecution activity Confident and competent workforce

CSE, Missing, Trafficked

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
MV1 MV3 B7 FJI	Ensure that practitioners are aware of the indicators of CSE; identify risk early and preventative measures can be put in place. Ensure there is effective management of CSE case progress in improving outcomes	The prevalence of CSE and local need is evidence based, includes highlighting risks and vulnerability indicators, so that historic, possible and current CSE, trafficking and missing can be identified Data informs local response and commissioning	Recruitment of a Service Manager to lead LLR CSE Hub The dataset created across LAs to be reported monthly to the Operations Group and quarterly to PAAG/LSCB Develop improved ways of capturing and recording data relating to known or suspected cases of CSE	Feb 17 Jan 17 Mar 17	CSE Missing Trafficked Action Plan		<ul style="list-style-type: none"> Missing Return interviews for the city are chaired by CSE team and intelligence linked with CSE hub LLR data reported and analysed on a quarterly basis which contributes to activity in relation to the OPPC strands of work Information sharing tool between partners in operation Aligning of processes to facilitate a comprehensive partnership approach Monthly operational profiling meeting has focus on victims, locations and offenders to understand and target prevention and disruption activity 		CSE Missing Trafficked Operations Group
		The formation of a multi-agency CSE Missing Trafficked Hub enables agencies to plan for risks to cyp and share intelligence to safeguard and protect cyp from risk of CSE and/or trafficking.	CSE Missing Trafficked Leicester City team to relocate to Hub Missing protocol refreshed and multi-agency Missing meetings held Ensure YOS is represented at the Leicester City Child Sexual Exploitation meetings	Jan 17 Oct 16	HoS CIN Service Improvement Mgr YOS IAG		<ul style="list-style-type: none"> Weekly multi-agency Missing return meetings cover Out of area cyp and share intelligence which links in with CSE, Missing Trafficked hub Weekly CSE hub meetings share intelligence about those cyp at risk of or subject to CSE and/or being Trafficked 		CSE Missing Trafficked Operations Group YOMB

Refreshed Improvement Plan

Looked After Children and Care Leavers

Why are we focused on this area?

In Leicester we are committed to ensuring that decisions about children and young people becoming looked after are made using high-quality assessments about the risk of harm or actual harm to them and the likelihood of change in their family- Also, Children want to feel safe where they live and who they live with. The people who are caring for them should be able to protect them from harm. In order to achieve this, we will:

- ensure thresholds are clear and applied appropriately
- ensure children and young people are listened to by social workers who know them well
- ensure adults working with children and young people help them to understand and manage their early childhood experiences, to progress well, achieve educationally and to influence decisions about their future.

When children return home we will ensure that it is at a time that is safe for them and that they have the support they need. If this is not possible, we will support them to live in stable placements where they are helped to build positive relationships and maintain contact with their family and friends where this remains in their best interests. Care plans will be regularly reviewed to ensure that the child or young person’s current and developing needs continue to be met. Permanent homes and families will be found for children and young people without unnecessary delay, ensuring that their needs are met and they live with their brothers and sisters if that is assessed as being in their best interests. We want to ensure that they do not experience placement moves unless they are part of a planned return home or in accordance with plans for their future. We will ensure that their education is not disrupted unless it is their best interests and plans for their schooling provide any extra help they need to make up time and learning that has been missed. We will support them to develop safe and secure relationships with adults that persist over time. When support is needed, children, young people and families will be able to access it for as long as it is needed, throughout their childhood and beyond.

Linked with Recommendations from LCCIB

- Ofsted recommendations (SIF)
- YOS joint inspection (YI)
- Ofsted Monitoring Visit (MV1, MV2, MV3, MV4, MV5)
- SAVMax (SAV)
- QA audits (QA)
- Learning from Serious Case Reviews (SCR)

RAG	Action	Impact
	Completed	Progress made
	On task	Progress starting
	Not started	No impact

What we will now achieve

- Ensure:
- the decision to take cyp into care is made at the right time
 - CYP go to live in the place that is right for them
 - CYP get the support they need
 - LAC and care leavers will be fully supported to achieve to the best of their abilities
 - Plans for care and permanency will be robust and timely

How we will do this

- Robust health assessment service that covers both timely assessments and health histories for care leavers.
- We will have a strong pathway for permanency that tracks the timescales from decision to become looked after to planning for permanency.

How we will know when it’s working

- Children’s health outcomes are improving across a range of measures, including both physical and emotional health and wellbeing.
- Timescales for care proceedings and adoption/special guardianship orders are in line with expectations and guidance.

Looked After Children and Care Leavers

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
MV4	Personal Advisers in the 16 plus service are not yet offering consistently good quality support to Care leavers	* Care leavers will receive consistently good support evidenced through audit * Improved outcomes for Care leavers in EET	LAC Service Action plan	May 17	HoS LAC		Supervisions will be compliant with supervision policy Quality of supervision will be assessed by Audits. Improved outcomes for Care Leavers in EET		Corporate Parenting Forum
B18 MV4	Care leavers are provided with good quality information on their health histories before they leave care	* 95% of Care leavers will have a Health history by the time they are 18 (Target is not 100% due to some young people refusing consent)	LAC Service Action plan	May 17	HoS LAC		95% of care leavers have a health history by Dec 2016		Corporate Parenting Forum
MV4	The views of care leavers are not always evident in the Pathway Plan and the format of the plan does not make them accessible for young people	* The Young person's views and wishes are embedded in the recording and Pathway plan	LAC Service Action plan	Apr 17	HoS LAC		YP's views and wishes are evidenced in audit of Pathway Plans, recording and in Young people Feedback CICC report that Young people are reporting that views and wishes are taken into account in Pathway Planning Children's rights and Participation service are able to report that 100% of young people are consulted in the review process Safeguarding and quality Assurance service report 100% of young people have inclusive Pathway Plans		Corporate Parenting Forum
MV4	Transition planning for care leavers who have special educational needs and /or disabilities is not sufficiently joined up and in some cases is poorly co-ordinated	* Improved and well-co-ordinated transition planning for young people with Special Educational needs and or /disability	LAC Service Action plan	May 17	HoS LAC		Auditors audit transition planning for yp with SEND/disability AP lead will confirm that all young people requiring a transitions assessments have been appropriately referred		Corporate Parenting Forum

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
SIF MV4	The proportion of care leavers who are NEET remains too high and not all care leavers have robust plans to support them in this area	* Raise the aspirations of care leavers and increase participation in EET * Access to two funding streams through Connexions Prospects and Leicestershire Cares who will target LAC and Care leavers. Progress will be reported through the CPF strategic groups	LAC Service Action plan	Apr 17	HoS LAC		Number of Care Leavers who are NEET will be at or below the average across comparator authorities		Corporate Parenting Forum
MV4	The quality and effectiveness of Pathway Plans is too variable	By Apr 2017 100% of Pathway Plans audited will be Good	LAC Service Action plan	Apr 17	HoS LAC		An audit of Pathway Plans in December 2017 by Service/auditors as part of audit planner in April 2017.		Corporate Parenting Forum
MV4	Risk assessments in relation to care leavers in unsuitable accommodation need to clearly evaluate current risks and how these can be reduced	100% of risk assessments will evaluate current risk and factors are in place to reduce risks.	LAC Service Action plan	Apr 17	HoS LAC		An audit of Risk Assessments in December 2017 by Service/auditors as part of audit planner in April 2017.		Corporate Parenting Forum
SCR	Family Group Conferences are actively promoted within Children's social care.	FGC is one service in a portfolio for CYP at the edge of care. MASP and LARP ensure FGCs are accessed at the earliest opportunity	The capacity of the FGC team is to be increased The FGC team will move to Early Help service.	Mar 17 Dec 16	Director of SC & EH HoS Early Help TS		Practitioners are supported to implement FGC principles within existing work and bespoke FGC role for cases who meet criteria.		Edge of Care Board

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	R A G	Evidence of Impact/ Outcome Measure	R A G	Workstream
	Prevent unnecessary admissions to care, improve placement stability and support an increased number of routes out of care.	Develop a range of therapeutic and supportive services for children and young people on the edge of care to prevent cyp unnecessarily coming into care All Children in care have appropriate permanence planning in place and placements are appropriate	Proposals for Edge of Care improvement presented to DMT Business checks and strengthens panels, their relationships, TOR and prevention of escalation into CSC. Permanence progression panel reviews all children in care Seek funding for rapid response team, MST CAN from Transformation Fund	Dec 16 Feb 17 Mar 17 Mar 17	Director of SC & EH				Edge of Care Board
B11	Improve the consistency and quality of Personal Education Plans as a tool to improve the educational achievements of LAC	PEP compliance at least 90% 80% PEPs judged as 'good'	Virtual School action plan	Dec 16 Mar 17	VHead, HoS RA		Monthly reporting by V Head to VS Management Committee		VS Man Committee
B12	Ensure effective re-unification arrangements are monitored following child's return home	* Revocations are completed in a timely way, outcomes are tracked and monitored regularly by the Head of Service LAC and action taken where gaps seen.	Learning feedback session held for managers from audits of cases selected. Safeguarding Unit Action Plan monitors compliance with the policy including the requirement for senior management sign off in accordance with regulations. Service Managers visit outstanding tri-borough to evaluate their systemic practice process for exits from care	Nov 16 Dec 16 Jan 17	HoS LAC and HoS SG unit		The Safeguarding unit details and monitors actions required following audits of the reunification plans The Legal Planning Meeting tracks outcomes, including revocations, and is updated regularly– this is monitored by the Head of Service.		Permanence Planning Group

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
B10	Initial Health Assessments and Current Health Assessments do not take place within timelines	Ensure 95% of Initial Health Assessments take place within 20 working days of reception into care	<p>Proposal to strengthen CCG/NHS agreements to be taken to LCCIB</p> <p>Ensure LA informs Health partners within 48 hours of child entering care</p> <p>Ensure 72 hour placement meeting takes place in all cases</p>	<p>Jan 17</p> <p>Nov 16</p> <p>Nov 16</p>	<p>CCG/NHS</p> <p>HoS CIN</p> <p>HoS CIN</p>	<p>Out of area agreements in place for NHS/CCG enables children placed out of authority to have IHAs and RHAs in a timely manner.</p> <p>More than 95% of IHAs in area take place within 20 working days of reception into care.</p>		Corporate Parenting strand - Health	

Refreshed Improvement Plan

Voice and Experience of Children and Young People

Why are we focused on this area?

In Leicester we strive to ensure that the views and experiences of children, young people and their families are at the centre of service design and influence development and strategic thinking. We want to be an authority where children and young people feel they are (and are demonstrably) listened to, where practice is focused on their needs and experiences and influenced by their wishes and feelings or, where they cannot represent their view themselves, those advocated on their behalf. There are pockets of excellent engagement work across the department, for example with the children's federation (young advisors, disabled children looked after children and care leavers) and we can see how this has improved our understanding of what our children and young people want and need. A participation framework 'How will you hear me?' launched in 2016 included short stories from young people including children in care, discussing their needs and experiences of local services, which were filmed across Leicester. The films have subsequently been used across the council and in partner forums (Health) and the wider public sector to support all agencies in better understanding how they can listen to the voice of young people in the planning and improving delivery of services. Elected young people's council representatives ensure that young people have a voice across a range of local partnerships including the Health and Wellbeing Board and the Local Safeguarding Children's Board where a shadow young people's board has been established. Young people also planned and delivered an award winning 'Don't Hate Educate' symposium supported jointly with the Police and aimed at tackling hate crime. However, our current approach to engaging with individual service users is not embedded enough. Feedback from children, young people and their families and carers must be routinely sought and used to improve services. We will work to ensure they are engaged in actions and decisions and understand the intentions of the help they receive. Where families refuse to engage we will undertake continued attempts to help them to do so.

Linked with Recommendations from LCCIB

Ofsted recommendations (SIF)
 YOS joint inspection (YI)
 Ofsted Monitoring Visit (MV1, MV2, MV3, MV4, MV5)
 SAVMax (SAV)
 QA audits (QA)
 Learning from Serious Case Reviews (SCR)

RAG	Action	Impact
Green	Completed	Progress made
Yellow	On task	Progress starting
Red	Not started	No impact

What we will now achieve

- Learning from complaints and commendations built into the QA framework
- An expectation of improved supervision including the development of reflective supervision across all teams
- Continue the culture of strong C&YP representation through the Children's Council, Young Peoples Council, Young Advisors, Children in Care Council and Big Mouth Forum

How we will do this

- Development of reflective supervision across teams with the child at the centre
- Developing tools for direct work with children
- Extending the use of the practice framework and at its heart the voice of the child
- Build on success & spread learning across teams
- LSCB Young Person Shadow Board influences partnership working
- Development of a Participation Hub

How we will know when it's working

- QA framework continues to focus on the voice of the child and evidences listening and action
- Evidence of improved mechanisms to understand the experiences of children and young people and enable us to act on them
- Increased effective Participation of Children and Young People in work across department, council and partners

Voice and Experience of Children and Young People

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	RAG	Evidence of Impact/ Outcome Measure	RAG	Workstream
SAV	Participation and attendance of children and young people in child protection conferences is low	CYP will participate in their meetings and be directly involved in their care planning arrangements.	IRO service to produce child/young person's participation template and protocol on how they will be engaging young people in the child protection process.	Apr 17	HoS SG & QA	RAG			SG & QA Improvement Plan
QA	Encouraging & advocating CYP attendance & participation in meetings ensuring children and young people have a voice in the processes they are going through.	Children encouraged to chair their own reviews	MOMO (mind of my own is an app-led service to gather the views of children and young people using social care services) rollout.	Jul 17	SMT				
		Not all children and young people will choose to meet with their IRO but they will be given the opportunity to express their views over the phone or by other facilitative methods.	Advocacy service explores commissioning of NYAS	Apr 17	HoS SG & QA				
SCR/ MV1-4	The voice of the child is embedded in practice and recorded appropriately	Case recording not only describes process of visits and meetings with family members including children's views, but that this informs analysis of the child's circumstances and supports purposeful intervention	Agencies to refresh the message on embedding voice of the child and their lived experience in planning and assessment Managers take into account voice of the child/lived experience in case recording/ management/practice LLR LSCB safeguarding training to be updated and rolled out to ensure the VOC/lived experience of CYP is considered throughout assessment and	Apr 17 Apr 17 Apr 17	HoS, agencies HoS CIN and LAC HoS SG & QA	RAG	Quarterly QA reports highlight if the voice of the child is being captured in a meaningful way. Whilst there is an expectation that this is recorded, QA will ensure that it informs the planning process.		SG & QA Service Improvement plan
							Service Performance meetings have voice of child as standing agenda item		
							Good practice examples of intervention activities have voice of the child as a focus		

Ref	Area of Improvement	Improvement Target	Action	Target Date	By Who	R A G	Evidence of Impact/ Outcome Measure	R A G	Workstream
			<p>safety planning</p> <p>Ways of participating will be recorded on the IRO case note</p> <p>Social workers to ensure they record children's views for ICPCs</p> <p>Core Groups for CP reviews to seek CYP's views</p>	<p>Mar 17</p> <p>Mar 17</p> <p>Feb 17</p>	<p>HoS SG & QA</p> <p>HoS CIN and LAC</p> <p>HoS CIN and LAC</p>				
	<p>Giving children the opportunity to give honest and open feedback about the services they receive</p>	<p>Children's views support the design and delivery of services</p> <p>Children's views outside of review meetings will be evidenced in case records</p>	<p>Mapping exercise review undertaken to understand how feedback is currently captured across the service</p>	<p>Apr 17</p>	<p>SMT</p>		<p>Children's views are collated and support service quality assurance mechanism</p> <p>Young Inspectors conducted a mystery shopping exercise within targeted Early Help services which informed practice developments.</p>		<p>SG & QA Service Improvement plan</p>

Delivery

Improvement Board

The Leicester City Children's Improvement Board (LCCIB) will continue to oversee the delivery of the improvement plan which has moved into strengthening and accelerating progress. In addition, in order to sustain improvement, arrangements for transition to LSCB oversight and scrutiny are taking place during 2017.

The membership and terms of reference of the LCCIB stay as before and ensure that key senior representatives from health, police, schools and CAFCASS bring stronger partnership working, external challenge and support to the council.

Monitoring Progress

Robust oversight and scrutiny of progress comes via the following:

- LCCIB (improvement framework methodology as provided in first improvement plan)
- External review (Ofsted, DfE and peer reviews from Councils, LGA, others)
- Multi- agency boards, LSCB, Corporate Parenting Forum
- Programme and project management
- Wider oversight and scrutiny by Council members
- Children in Care Council and the Children's Federation

Progress reporting

Standing item reports are collated and submitted to internal Council and multi-agency groups as well as the Improvement Board

- Quality assurance framework and reporting
- Performance Management reporting
- Dashboard indicators
- Risk analysis/register

External Monitoring and Challenge

The following table charts key monitoring and challenge activity on the Improvement Journey

2015		2016		2017	
Jan	Ofsted Inspection	Jan	YOS joint inspection Sign off 4 Phase 1 Ofsted Recs	Jan	Ofsted Monitoring Visit: Assessments DfE 18 month review visit
Feb		Feb	Ofsted Monitoring Visit: CIN planning	Feb	Ofsted Monitoring Visit Letter published Sign off of all Phase 1 Ofsted Recs
Mar	Ofsted Report published	Mar		Mar	Letter from Edward Timpson (DfE review) SEND Peer review
Apr	LCCIB established, external DfE advisor chair	Apr	Sign off 8 Phase 1 Ofsted Recs Introduction of 12 week plan	Apr	Ofsted Monitoring Visit: Proceedings, preproceedings and care planning
May		May	Leicester submit Annual self-assessment to DfE	May	
Jun		Jun	Ofsted Monitoring Visit: Care leavers/Pathway Plans DfE annual review and visit 1st full review of 12 week plan Ofsted Monitoring Visit Letter published	Jun	
Jul		Jul		Jul	
Aug	Ofsted Monitoring Visit - Assessments	Aug		Aug	
Sep	DfE Improvement Notice to Leicester City Sign off 3 Phase 1 Ofsted Recs, + 1 for LSCB	Sep	Ofsted Monitoring Visit: Care Plans East Midlands Peer Review (SAVMAX) Ofsted Monitoring Visit Letter published	Sep	
Oct		Oct		Oct	
Nov	Ofsted Monitoring Visit - CP plans DfE 1/2 yearly review & visit	Nov		Nov	
Dec	DfE report to Edward Timpson	Dec		Dec	

Quality Assurance Activity Schedule

Leicester City Council's Yearly Auditing Activity QAF Framework (updated January 2017)

AUDIT ACTIVITY				QA Manager collates audit findings Report is written	REPORTING ACTIVITY			
2017	Team Managers CIN/LAC/EH	Service Mangers	SMs / HoS / Dep Director / Director		Report Presented to SMT	Focus	Lead HOS taking Actions and Recs forward	Report to Performance Board
January	Pre Birth Assessments				January	CP Plans over 12 months	CIN	
February	DV				February	Pre Birth Assessments	CIN	March
March	Initial Viability assessments				March	DV	Safeguarding	April
April	Observations				April	Initial Viability assessments	LAC	May
May	Pathway Plans				May	Observations	All HoS	June
June	Observations				June	Pathway Plans	LAC	July
July	CSE				July	Observations	All HoS	August
August	Observations				August	CSE	CIN	September
September	LAC returned home in the last 3 months				September	Observations	All HoS	October
October	Observations				October	LAC returned home in the last 3 months	LAC	November
November					November	Observations	All HoS	December
December	Observations				December			January

Appendices

Ofsted Recommendations from March 2015

A Inspection Recommendations – Immediate action		Lead Officer
A1	Put into place an effective performance management framework; this to include: comprehensive and reliable performance data; clear monitoring and quality assurance arrangements; and effective performance management of teams and individuals	Director Social Care & Early Help
A2	Ensure that all staff receive regular reflective supervision, in line with the local authority's supervision policy, that provides direction and includes consideration of the individual's developmental needs and professional capability	Director Social Care & Early Help
A3	Ensure that suitable arrangements are in place to support and meet the needs of 16- and 17-year-olds who become homeless	HoS, Early Help Specialist
A4	Improve the quality and consistency of assessments so that risks and concerns are robustly considered and inform plans about what needs to change	HoS, CIN Service
A5	Improve the continuity of social worker for children and young people and ensure the timeliness and consistency of social work home visits	HoS, CIN Service
A6	Improve the quality and delivery of plans to meet the needs of children and ensure that they are not subject to drift or delay	HoS, LAC Service
B Inspection Recommendations		Lead Officer
B1a	Ensure effective oversight & examination of data and practice by the Scrutiny Commission	DCS
B1b	Ensure effective oversight & examination of data & practice by Corporate Parenting Forum	DCS
B2	Ensure the local authority's full engagement with Cafcass and the Family Courts and improve the quality of pre-proceedings and court work	HoS, CIN Service
B3	With partners, ensure that professionals are fully aware of their role in contributing to the identification and support of children with additional needs, and where appropriate assist them to access early help services	HoS, Early Help TS
B4	Ensure that the electronic social care recording system promotes good practice, supports managerial oversight and provides accurate performance information	HoS, Safeguarding
B5	Improve the timeliness of social work interventions and ensure effective permanence planning, including the consideration of all permanence options, within the child's timescales	HoS, CIN Service
B6	Improve the consistency and quality of case recording and chronologies and ensure that scanned documentation and key documents, such as looked after review outcomes, are more certainly and swiftly available on the electronic social care recording system	HoS, CIN Service
B7	Ensure that practitioners are aware of the indicators of child sexual exploitation so that risk is identified early and preventative measures can be put into place	Director Social Care & Early Help
B8	Ensure that when a child, in receipt of a social work service, goes missing from home or care, a return visit is completed promptly, that the outcome is appropriately recorded and that it informs the child's plan and local intelligence gathering	HoS, CIN Service
B9	Ensure that care plans are informed by regular and up-to-date assessments of needs	HoS, LAC Service
B10	Ensure that initial health assessments for children looked after take place within 28 days of their reception into care	HoS, CIN Service





B Inspection Recommendations		Lead Officer
B11	Improve the consistency and quality of personal education plans as a tool to improve the educational attainment and achievement of children looked after	Director Learning Services
B12	Ensure that effective re-unification plans are agreed by a statutory review and that these arrangements are monitored in a timely way following the child's return home	HoS, LAC Service
B13	Strengthen the capacity of the Independent Reviewing Officer (IRO) service to fulfil all aspects of the IRO Handbook, particularly enabling them to more effectively track and quality assure the progress of care plans in between statutory review processes	HoS, Safeguarding
B14	Improve the timeliness and quality of foster carer reviews and strengthen the level of independent oversight provided within reviews	HoS, LAC Service
B15	Ensure that caseloads are at a level that enables personal advisors to work proactively with all care leavers allocated to them, including those aged 16 and 17 years	HoS, LAC Service
B16	Strengthen the pathway review process to ensure that formal reviews take place regularly with the contribution of other agencies and are subject to robust management oversight	HoS, LAC Service
B17	Ensure that risk assessments are undertaken for all young people living in unsuitable accommodation	HoS, LAC Service
B18	Ensure that care leavers are provided with full information about their health histories prior to leaving care	HoS, LAC Service

Recommendations for LSCB


L Inspection Recommendations – Immediate action		Lead Officer
L1	Establish and implement a robust performance management framework and dataset that can enable the Board to exercise scrutiny of service effectiveness and outcomes for children. This should include reliable quantitative data, qualitative information, service user's views and experiences and practitioner's views.	HoS, Safeguarding
L2	Monitor the effectiveness of statutory services and practice provided to children in need of help and protection.	LSCB Chair
L3	Establish a clear line of sight and reporting from front line practice to the Board so that concerns and challenges can be identified more promptly and accurately	LSCB Chair

S Inspection Recommendations		Lead Officer
S1	Ensure that the information reported to the Board contains challenging analysis that enables members to identify the key priority areas for improvement and generate an effective Business Plan	LSCB Chair
S2	Increase the number frequency and range of multi-agency audits initiated by the Board	HoS, Safeguarding
S3	Produce and implement a plan to engage with children and young people in order to hear and act upon their voice	LSCB Manager
S4	Produce an Annual Report that is consistent with all requirements of Working Together	LSCB Chair
S5	Evaluate the current operation of the early help offer, including partners understanding and implementation of their early help responsibilities and the understanding and application of service thresholds	HoS, Early Help TS
S6	Ensure that an evaluation of the impact of recent CSE initiatives relating to prevention, protection, prosecution and disruption is undertaken and that the right support is being made available to victims	Director, SC & EH

Phases completed to address Ofsted Recommendations

Key		Complete	Phase 1 (P1):	Actions completed
		In Progress	Phase 2 (P2):	Evidence of impact through quality assurance
		Delayed/Stalled		
		Signed off by the Improvement Board		

As at 29th March 2017:

Rec	P1	P2
A1		
A2		
A3		
A4		
A5		
A6		
B1		
B2		
B3		
B4		
B5		
B6		
B7		
B8		
B9		
B10		
B11		
B12		
B13		
B14		
B15		
B16		
B17		
B18		
L1		
L2		
L3		
S1		
S2		
S3		
S4		
S5		
S6		