

Please note refreshments are available in the room from 5.30pm

## Agenda

**1. Introductions and Apologies**

*County Councillor Brown*

To note who is attending and any apologies for absence.

**2. Notes of the Meeting and Matters Arising from 22 May 2019** (Pages 1 - 6)

*County Councillor Brown*

To agree for accuracy the notes of the meeting and receive any matters arising.

**3. Membership and Terms of Reference** (Pages 7 - 10)

*County Councillor Brown*

The Board is asked to agree the current terms of reference and membership.

**4. Ministerial Roundtable Discussion with Personal Advisors (30 mins)** (Pages 11 - 22)

*Jim Rowe, Professional Personal Advisor, Leaving Care - East*

To receive information from the Ministerial Roundtable discussion with Personal Advisors that was held on 20 June 2019.

**5. LINX (15 mins)**

*LINX*

To receive an update from LINX – Lancashire Children in Care Council.

**6. Children in Care and Care Leavers Performance and Management Information (25 mins)** (Pages 23 - 40)

*Michael Walder Senior Business Intelligence Manager, Business Intelligence*

To receive performance information on Children in Care and Care Leavers from Lancashire.

- 7. Lancashire's Care Leavers Report (30 mins)** (Pages 41 - 50)  
*Brendan Lee, Head of Children's Social Care North/Shaeda Alam, Strategic Lead, Corporate Parenting*

To receive a report on the options for improvement to reform the Leaving Care Service in Lancashire.

- 8. Independent Reviewing Officers Annual Report (10 mins)** (Pages 51 - 88)  
*Andy Smith, Head of Service Safeguarding, Audit and Inspection/Paul McIntyre, Safeguarding Manager*

To receive and discuss the key findings in the annual report.

- 9. Action Plan (5 mins)** (Pages 89 - 116)  
*Barbara Bath, Head of Fostering, Adoption, Residential and Youth Offending Services*

To receive an update on the Corporate Parenting Action Plan.

- 10. Any Other Business**  
*County Councillor Brown*

To receive any other business.

- 11. Date and Time of Next Meeting**  
*County Councillor Brown*

The date and time of the next meeting is as follows:

Tuesday, 26 November 2019 at 6.00pm in the Duke of Lancaster Room – Committee Room 'C', County Hall, Preston.

# Agenda Item 2

## Lancashire County Council

### Corporate Parenting Board

**Minutes of the Meeting held on Wednesday, 22nd May, 2019 at 6.00 pm in Committee Room 'D' - The Henry Bolingbroke Room, County Hall, Preston**

**Present: Members**

County Councillor Ian Brown	- Lancashire County Council
County Councillor Stephen Clarke	- Lancashire County Council
County Councillor Carl Crompton	- Lancashire County Council
County Councillor Jayne Rear	- Lancashire County Council
Marieta Birt	- Fostering Forum
Michelle	- LINX Representative
Kris	- LINX Representative
Sinead	- LINX Representative
Harmony	- LINX Representative
Natasha	- LINX Representative
Bradley	- LINX Representative

**Co-opted members**

Jeanette Woods	- Residential Providers
Audrey Swann	- Vulnerable and Looked After Children, LCC
Amanda Mansfield	- Independent Reviewing Officers, LCC
Mia Leyland	- Barnardo's
Michelle Dawson	- Barnardo's

**Other Attendees**

Andy Smith	- Safeguarding, Audit and Inspection, LCC
Jane Hylton	- Leaving Care, LCC
Sam Gorton	- Democratic Services, LCC
Gavin Redhead	- Participation, LCC
Charlotte Iddon	- Education, Quality and Performance Team, LCC

## **1. Introductions and Apologies**

All were welcomed to the meeting and apologies were received and noted from Angela Epps, Caroline Waldron, Lynda Pearson, Stephen Young and Rachel Blundell.

County Councillor Carl Crompton was in attendance for County Councillor Julie Gibson and Andy Smith was replacing Barbara Bath for this meeting.

County Councillor Jayne Rear was replacing County Councillor Phillippa Williamson as a Board member.

Catherine the adoption representative had resigned from the Board and a replacement was being sought.

The Chair congratulated Jane Hylton who had recently won an award at the PROUD celebration event.

## **2. Notes of the Meeting and Matters Arising from 28 March 2019**

**Resolved:** That the minutes of the previous meeting held on 28 March 2019 were agreed as a correct record.

County Councillor Brown informed the Board that following the last meeting and the discussions on housing, he had contacted Onward Homes in Ribble Valley re social housing for care leavers. Their response was forwarded to Barbara Bath and Rachel Blundell for reference.

## **3. Getting to Good Plan**

Andy Smith, Safeguarding, Inspection and Audit Team updated the Board on the progress of the Getting to Good Plan.

In 2018 the Authority moved from a rating of 'Inadequate' to 'Requires Improvement' on the journey to being 'Good'. Lots of work had and was being undertaken.

A Getting to Good Board had been set up which the Corporate Parenting Board links in to along with the Operational Board - Permanence and Children in our Care.

Children's Services had recently undergone a Peer Review around Permanence and a Joint Targeted Area Inspection.

Following this 11 recommendations were made and key issues were as following:

- Children Looked After Plans
- Leaving Care - Challenges for Managers and Independent Reviewing Officers
- Plans not progressing
- If things are not happening, young people can challenge them
- Permanence and Planning
- Data

The focus for improvement was not just for the local authority, it also included other agencies such as health. Good partnership working was needed to enable purposeful practice and that the needs of the young person was met all the way through the system.

There were currently 142 actions on the plan which are all RAG rated.

In permanence planning, and the Authority's corporate responsibility there should be no drift and delay. There should be a clear plan for permanence. This needs to be strengthened and Teams need to be a lot better at this. The Peer Challenge was taking place w/c 20 May 2019 and were looking at corporate responsibilities for children in care and care leavers.

The Permanence Policy had been rewritten.

Challenges the Service face were recognising the change of Social Workers and the impact this had on young people. The teams try to minimise this as much as possible. Another was the caseloads that Social Workers have which are around 25-28 per worker. Retention of staff and agency staff was also a big issue.

The number of children looked after going off child protection plans was increasing which has a significant effect on social workers caseloads.

#### **4. Education, Employment and Training**

LINX presented this item to the Board and had distributed around the room posters of their journeys through education and beyond if applicable. Members were then asked to look at the young people's journeys and then produce their own and compare them with the young peoples.

Following this exercise and discussion, the Board agreed that our young people's experiences in education should not be any different to its corporate parents' educational journeys.

Audrey Swann, Headteacher for Vulnerable and Challenging Groups, Education, Quality and Performance gave a presentation on Promoting the Education of Children Looked After in Lancashire to the Board.

Audrey reported on the results from last year for all Key Stages.

At Key Stage 1: age 7, children in our care achieved better than the national average in Reading, Writing and Science, however did not do so well in Maths. There was a gap between children who are in care and those who are not, however, results were going in the right direction. These results have been compared with the rest of the County and previous years in Lancashire. When children move schools, Maths attainments tends to suffer more and this was also the case if a child misses a number of weeks of school also.

At Key Stage 2: age 11, children in our care did better than the national average in Writing, Maths and Reading Writing and Maths together. An improvement was needed on Reading. Results were much better than the previous year.

At Key Stage 4: age 16, children looked after achieved better results than the last four years with average Attainment 8 scores rising by 3.4% and these were very close to the national average. More of our young people achieved Grade 4 and above in English (25%) and Maths (18.5%). This was a good significant rise, however there was still a gap between attainments for children in care and those who were not in care.

At Key Stage 5: age 17/18, 12 of our young people achieved Level 3 qualifications with four achieving distinctions. 84% of our year 13 young people achieved at least one qualification.

Higher Education – the number of our young people going on to university had increased from 32 (April 2017) to 54 (March 2019). This figure still needs to increase, especially with the number of care leavers in Lancashire (approximately 900) who are aged 16-25. Care leavers are supported with higher education up to the age of 25.

Audrey informed the Board what was happening next:

- Attachment aware schools – whole school training for up to 84 schools over the next two years – this will raise awareness, understanding and knowledge of adverse childhood experiences such as separation and the impact on children. It will also help school staff to provide the appropriate support for the pupils affected.
- Empower Academy, Key Stage 4 Conference.
- Home reading project.
- New Personal Education Plans (PEPs) – pupil voice a priority.
- On line learning tool for all our children, young people and their carers.
- More recognition and celebration of success: we need ideas.

Young people were asked for ideas on how they can celebrate success. There are the annual PROUD awards, however, wanted to look at something on a more regular basis.

**Resolved:** LINX to discuss ideas for regular celebrations and feedback to Audrey Swann their suggestions.

Care leavers who had undertaken apprenticeships in 2017, 10 had gained employment, 34 had gained employment in 2018 and this year there were 21 doing apprenticeships. Two of the apprentices at Lancashire County Council had now changed to attend University.

## **5. Protection from Harm and Risk of Exploitation and Permanence and Planning**

This report was deferred due to apologies from the presenter and will come back to the Board at a future meeting.

## **6. LINX/Care Leavers Forum Update**

The Board received an update from LINX (Lancashire's Children in Care Council) and the Care Leaver's Forum on what they had been involved with since the last Corporate Parenting Board meeting:

- Virtual Schools Peer Review
- Social Workers Academy
- Annual Review meeting for Barnardo's participation
- PROUD Awards
- Care Leavers Network Journey in Glasgow
- All Party Parliamentary Group to discuss personal advisors (PAs) and knife crime
- Care Leavers Forum
- LINX (Lancashire's Children in Care Council)
- Interviewed for the Council's Director of Children's Social Care

## **7. Corporate Parenting Board Strategy Action Plan**

The Board discussed the Action Plan. It was felt that there needed to be names against objectives as to who was leading on each objective and following each Board meeting, the plan should be updated and be a working document for the Board to refer to. It was agreed that:

**Resolved:** That a sub-committee look at the Action Plan and that County Councillor Ian Brown would take this forward and speak to Barbara Bath, Gavin Redhead and Edwina Grant about it.

## **8. Any Other Business**

### **Mind of My Own**

Gavin Redhead reminded the Board that Mind of My Own was a commissioned tool and still had two years left. The Board were asked to encourage young people to sign up to the tool and get an account. If anybody requires a booklet or training, these are still available.

## **9. Date and Time of Next Meeting**

The next meeting will be held at Hothersall Lodge Outdoor Education Centre, Longridge on Wednesday, 24 July 2019 at 1.30pm and young people are looking at issues that are top priority and will bring it to the next agenda setting meeting. Gavin Readhead will work with the young people and Barnardo's for this meeting.



## **Constitution, Terms of Reference and Membership of the Corporate Parenting Board – September 2019**

### **Terms of reference for the Corporate Parenting Board**

#### **Purpose:**

The Corporate Parenting Board is an advisory body. It has two main functions:

1. To support and make recommendations to the Cabinet Member for Children Young People and Schools on matters related to corporate parenting.
2. To advise, guide and provide leadership to the county council on issues relating to looked after children and its corporate parenting responsibility.

To meet this purpose, the Corporate Parenting Board has the following aims and objectives:

- (a) To make sure that the whole council and relevant partner agencies commit to excellent standards of corporate parenting.
- (b) To set high expectations and stable relationships for all children in care.
- (c) To seek improved long term outcomes for children in care and their families – for their happiness; well-being; educational success; and future prospects.
- (d) To make sure that the voice of the child and young person in care influences both policy and the services that they receive, and that young people are engaged with any action intended to develop and improve services or to recruit key staff members.
- (e) To oversee and monitor the key performance indicators for the health, well-being and education of looked after children.
- (f) To consider the outcomes of regulatory visits and inspection reports on provision for children in care and to receive regular reports on:
  - the work of the adoption and fostering services;
  - work experience schemes
  - provision for leaving care, housing and training for care leavers; and
  - work with those in the Secure Estate.
- (g) To ensure that relevant key plans, strategies and associated resources identify and make explicit the contribution that they make to targets agreed for improvement.
- (h) To celebrate the achievements of children looked after and their carers.

- (i) To develop an informed view of County Council provision and services through a programme of well planned visits and feedback from Board members.
- (j) To ensure that children looked after by the local authority are offered the protection of the UN Convention on the Rights of the Child, 2 September 1990.
- (k) To establish and maintain specific task groups as necessary to make recommendations to it.

## **Constitution**

All Members of the Board and the Chair of the Board will be appointed by the Leader who will determine their period of office.

The Board will comprise of at least the following members but the Leader may appoint additional members at his/her discretion:

- One or more Members of the largest group
- Opposition Groups Member nominee(s)
- Director of Children's Social Care
- Family/carer representatives
- Children and Young People in Care and Care Leavers representing young people from across the county

**All the above members of the Board will be entitled to vote and the Chair will have a casting vote.**

The Leader can make changes to the above appointments at any time.

- No Cabinet members will serve on the Board

## **Co-opted membership**

The Board may co-opt representatives, without voting rights, from significant services involved in corporate parenting:

Health provision – including CAMHS  
Children, Family and Wellbeing Service  
Schools  
Colleges  
Police  
Youth Justice  
Private sector provision  
Voluntary sector provision  
Safeguarding Board  
Department for Work and Pensions  
Lancashire County Council Corporate Management Team

The Board can make changes to the co-opted representation at any time.

The Board does not have decision-making powers and is not a formal Committee of the County Council.

**The Board will receive advice and reports from the following:**

- (a) The Headteacher for Children Looked After, School Improvement
- (b) CiCC - Lancashire's Children in Care Council
- (c) Children and Young People's Champions:
  - representing the elected members of Lancashire County Council
  - representing the Children and Young People's Strategic Partnership
- (d) Children's Right Service
- (e) Barnardo's

Updated May 2018



## Corporate Parenting Board

Meeting to be held on 17 September 2019

### Report of the Head of Service, Children's Social Care

Electoral Division affected: (All divisions)
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### Ministerial Roundtable Discussion with Personal Advisors – 20 June 2019

(Appendix 'A' refers)

Contact for further information: Jim Rowe, Professional Personal Advisor (Leaving Care – East), Children's Social Care, Lancashire County Council, Tel: 01254 220948, email [Jim.Rowe@lancashire.gov.uk](mailto:Jim.Rowe@lancashire.gov.uk)

#### Executive Summary

This is a summary from the Ministerial Roundtable Discussion with Personal Advisors which was held in London on 20 June 2019. This is a personal account from the two hour session at the Department for Education as the minutes from the session are not available yet.

#### Recommendation

The Corporate Parenting Board is asked to receive this feedback and comment as appropriate.

#### Key information for Board members

- In attendance – 16 Personal Advisors from across England, representatives from the care leavers policy team at the Department for Education and Nadhim Zahawi – Minister for Children and Families.
- Rob MacPherson (care leavers policy team Department for Education) introduced the session with a short PowerPoint presentation (Appendix 'A'). I think all Personal Advisors present believed the presentation was based on their own case load! It was accepted that caseloads are too high and resources too low.
- Mark Riddell previous manager of Trafford Leaving Care team and now National Implementation Advisor for Care Leavers was present and spoke about his role in visiting local authorities, gathering examples of good practice and offering advice.
- Nadhim Zahawi was present for the first hour of the meeting and was very keen to hear about Personal Advisors experiences and partnership working particularly with health, adult services, housing and the Department for Work and Pensions. It is evident from the ensuing discussion that there are many differences on how leaving care services and support operates across England. I was able to report the progress that Lancashire has made with housing and the Department for Work and Pensions which benefits from having protocol agreements in place.

The general consensus around the table was the need for working links and dialogue with health and adult services – the minister made a note of this and said he would raise the issue with the relevant government departments.

- There was agreement that many 18 year old care leavers are not ready or have the necessary skills for independent living despite support and services being in place, a combination of probable unsettled care journey/ experience, possible numerous placements, poor or disrupted academic achievement, emotional maturity and not having the opportunity to remain in placement post 18. It was acknowledged that Staying Put has helped address some of these issues and offers continuing stability for those young people who generally tend to be settled, stable and achieving, however this option is not available to all care leavers, arguably the care leavers that need it most? - Vulnerable, isolated, risk takers, under achievers etc. who do not benefit from additional local authority funding. The care system has not kept pace with the change in social trends, for example average age for child leaving the family home is approximately 23 years of age.
- We discussed corporate parenting and the need to ensure all professionals and local authority services understand and accept their responsibility as a corporate parent.
- Leaving Care teams ideally having identified 'Champions' - Workers with specialist knowledge in key areas (i.e. housing, mental health, benefits etc.) who are able to advise colleagues and liaise with professionals from the relevant services. Some of us were able to share how our teams are already trying to achieve this.
- Nadhim Zahawi spoke about Personal Advisor champions having access to elected members holding relevant portfolios. He also suggested that local authority policy and regeneration services need to be develop and build corporate parenting links.
- Leaving Care teams being multi-agency – representatives from services sitting with the team and working as Personal Advisors?
- Discussion took place around the challenge of supporting care leavers who move away from the local authority area and the reluctance of other local authorities to become involved and offer/provide local support. Identified that a great deal of time and resource allocated to providing 'distance' support. The relationship established between Young Person and Personal Advisors can be so positive that it could prove difficult for the support to be transferred. – National Leaving Care Service?
- Social media was talked about – general agreement that local authorities have tended to drag their heels and where it has been used it is with Facebook, a platform that young people have now moved on from preferring WhatsApp, SnapChat and Twitter, Nadhim is very active on Twitter.
- Career progression and advancement opportunities for a Personal Advisor was raised, some authorities employ Senior Personal Advisors and Manager Personal Advisors and many authorities will enable Personal Advisors to start on the same pay scale as a new social worker providing they hold a professional qualification. Increments could be offered as incentives for specific training/ qualifications or specialisms?
- The meeting concluded with the agreement to set up a national virtual reference group with the Personal Advisors present. Rob and Mark will circulate further information in due time.

- For me this was a very enjoyable experience and highlighted the inconsistent approach to leaving care support across the country. The passion to provide the right leaving care service demonstrated by Personal Advisors present was inspiring and it was reassuring to share in our joint experiences and aspirations.





# **The role of Personal Advisers**



Department  
for Education

# Someone else's shoes....

- Imagine you are a parent.....



- Now imagine that you are the parent of 25 young people, all of whom are aged between 16 and 25.



Department  
for Education

## Your 25 children.....

- 12 of your 25 children have poor emotional health and well-being, ranging from mild anxiety to serious self-harm. One of your children has attempted suicide;
- 10 of your children are unemployed, and 8 are long-term NEET;
- 2 of your children have disabilities that prevent them from working;
- 2 of your children are young parents - one is coping well, but the other isn't and there is a risk that her child will get taken into care;

- 3 of your children are former UASC – one has leave to remain and work in the UK, but the other two are still trying to resolve their immigration status and are worried that they will be sent back to their country of origin;



- 1 of your children is in prison 150 miles away, and one of the others has been in prison previously, which makes it hard for them to find work;



Department  
for Education

- Only 3 of your children achieved 5 good GCSEs when they were 16, so the rest are either having to catch up, or are struggling to engage in EET/find work;
- 1 of them has a serious substance misuse problem, but you suspect many more of them take drugs recreationally or drink more than they should;
- 2 of them are in university, which is great. But one is studying 100 miles away and gets lonely, so needs support too;







- Nearly all of them - whether at university, in work or unemployed - are constantly broke and in debt.
- And that has led to some of them losing a tenancy;
- 2 of them are in accommodation that is definitely unsuitable. Around 14 of them are in some sort of supported accommodation, not all of which is good. The other nine live independently, but struggle to manage and rely on you for handouts when they run out of electric or don't have any food;
- Nine of them are in other education or training/work, but even then they are generally on low incomes;
- There have been many occasions where your children have been sanctioned by DWP, which means they revert back to you when they've got no money and you have to help them make a new claim;



Department  
for Education

- You worry that all of them are at risk of the negative aspects of social media;



- In addition to all this, you worry that that the more vulnerable might be at risk of getting involved in gangs or being sexually exploited.



Department  
for Education



**If you are a leaving care  
Personal Adviser, you don't  
have to imagine any of this,  
because this is your reality.**



Department  
for Education



## **Corporate Parenting Board**

Meeting to be held on Tuesday, 17 September 2019

### **Report of the Head of Business Intelligence**

Electoral Division affected: (All Divisions);
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### **Children in Care and Care Leavers performance information**

(Appendix 'A' refers)

Contact for further information:

Michael Walder, Tel: 01772 533637, Senior Business Intelligence Manager,  
michael.walder@lancashire.gov.uk

#### **Executive Summary**

The report provides an overview of the current standard monthly performance information that Business Intelligence produce in relation to Children in Care and Care Leavers for the Board to review and agree what they would like provided at future meetings.

#### **Recommendation**

For the Corporate Parenting Board to review the information presented and agree the content of future performance information provided to subsequent meetings.

#### **Background and Advice**

The Corporate Parenting Board requested a report informing them of what performance information is produced and can be provided to the Board on Children in Care and Care Leavers. It was requested this information was reviewed and discussed at this meeting prior to agreeing the content of future performance information provided to subsequent meetings.

The detailed information provided at Appendix 'A' is taken from a standard monthly report currently produced by Business Intelligence which is made widely available. The information predominately relates to Children Looked after (CLA) and Care Leavers and gives a rolling-year of data (last 12 monthly outturns), along with previous year's data, a district breakdown (for some indicators), and national/regional comparisons where appropriate.

This information at Appendix 'A' relates to:

- Children In Need (CIN) plan numbers and rates
- Child Protection (CP) plan numbers and rates
- Children Looked After numbers and rates
- Children Looked After health & dental assessment % undertaken to timescale
- Care leavers numbers (district data not currently included in this report)
- Care leavers % in suitable accommodation (district data not currently included in this report)
- Care leavers Not in Education, Employment or Training (NEET) (district data not currently included in this report)
- Care leavers % in touch (district data not currently included in this report)

Additional information regarding Children Looked After and Care leavers which may be of interest is available regarding the following:

- Child Protection & Children Looked After reviews undertaken on time
- The percentage of Children Looked After with repeat episodes of being looked after
- Children Looked After who had 3 or more placements
- Children Looked After in the same placement for at least 2 years
- Children Looked After educational attainment.
- Children Looked After with a Personal Education Plans (PEPs) %.
- Children Looked After numbers known to the Youth Offending Team.

### **Risk management**

No significant risks have been identified in relation to the proposals contained within this report.

# Monthly Performance Report

Lancashire

Month – August 2019

Report produced by Business Intelligence

[Contact: Childrens Information & Performance Team](#)

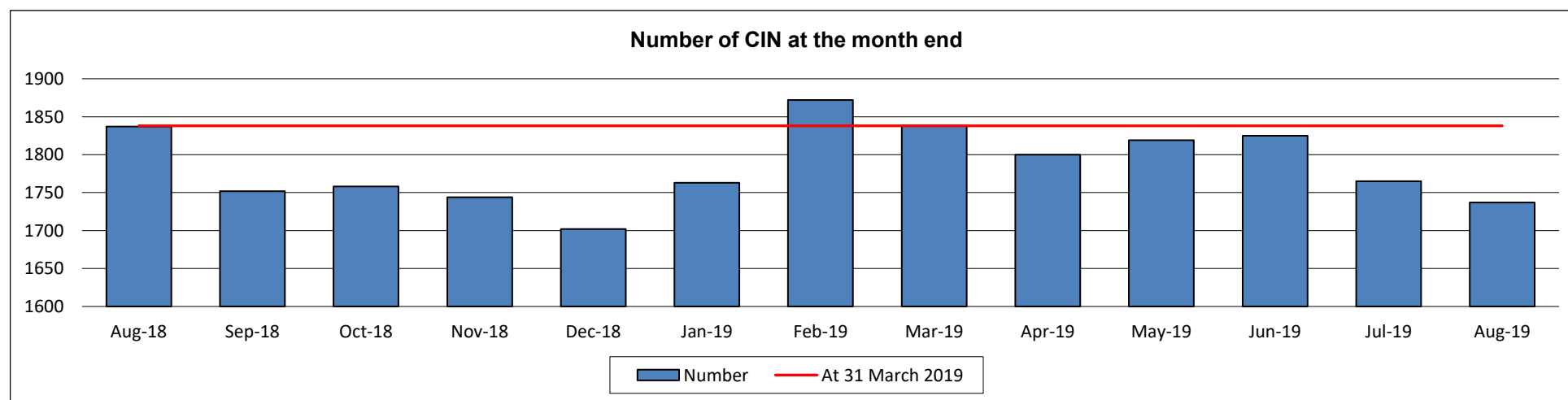


## Performance Section 1 - Contextual Indicators

### Number of Children in Need Plans (CiN) at the month end

Lancashire	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19
Number	1837	1752	1758	1744	1702	1763	1872	1838	1800	1819	1825	1765	1737
Rate per 10,000	74.1	70.7	70.9	70.4	68.7	71.1	75.5	74.2	72.6	73.4	73.6	70.7	69.6

Lancashire	2014	2015	2016	2017	2018	2019	2018/19	Lancs	NW	National	SN
At 31st March			2233	1813	1651	1838	Rate per 10,000	85.9			




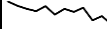





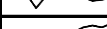






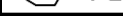

## Commentary

Definition:

Number of CiN: Number of Children in Need Plans (CiN) at the month end

N.B. Data is extracted on the first working day after month end, so will only contain information input onto LCS as at this date. Data input after this date will not be included.

**Performance Section 1 - Contextual Indicators**  
**Number of CiN Plans at the month end**

	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Trend
<b>Lancashire</b>	1837	1752	1758	1744	1702	1763	1872	1838	1800	1819	1825	1765	1737	
Lancaster	171	162	156	151	161	144	156	150	158	133	141	125	131	
Fylde & Wyre	124	104	116	101	114	94	97	114	93	121	136	113	126	
Preston	168	151	141	145	150	183	199	210	201	218	213	165	149	
Chorley & S Ribble	109	100	111	125	133	147	155	140	125	154	140	133	129	
West Lancs	99	91	96	81	65	70	74	69	74	71	76	58	56	
Burnley	132	122	115	120	116	131	168	191	173	148	131	131	135	
Pendle	173	177	164	145	161	161	163	164	160	155	157	159	156	
Rossendale	95	93	90	86	69	73	99	96	105	109	105	113	93	
Hyndburn & Ribble Valley	172	131	149	163	150	149	147	111	115	123	136	160	155	
MASH	9	27	9	24	2	4	2	7	7	7	2	11	7	
EAST Team'	58	53	58	43	34	59	59	49	49	59	52	46	45	
Exploitation	40	43	55	58	55	60	54	41	38	34	35	38	40	
SEND	476	477	471	475	470	470	477	472	479	483	495	509	512	
Central Team*	6	17	25	26	21	17	18	21	19	2	3	2	1	
Other Service Areas	5	4	2	1	1	1	4	3	4	2	3	2	2	

Rate per 10,000 at 31 March	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Lancashire</b>									74.2
<b>NW</b>									
<b>National</b>									
<b>Statistical Neighbours</b>									

**Commentary**

Definition:

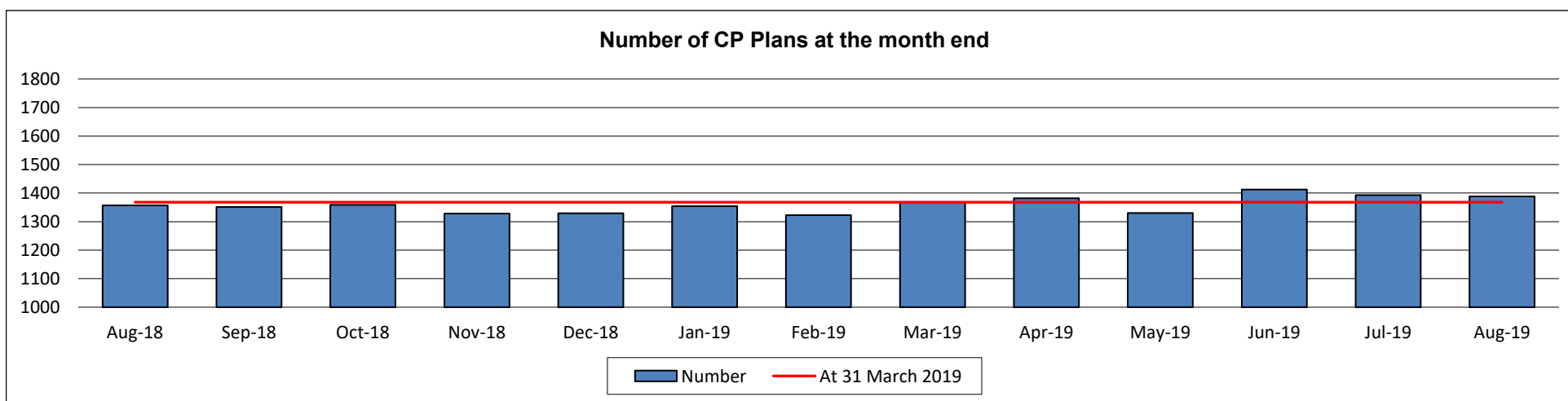
Number of CiN: The number of children on Children In Need Plans (CIN) at the month end.

N.B. Data is extracted on the first working day after month end, so will only contain information input onto LCS as at this date. Data input after this date will not be included.

**Performance Section 1 - Contextual Indicators**  
**Number of CP Plans at the month end**

Lancashire	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19
<b>Number</b>	1357	1351	1359	1328	1329	1354	1323	1368	1382	1330	1412	1393	1388
<b>Rate per 10,000</b>	54.7	54.5	54.8	53.6	53.6	54.6	53.4	55.2	55.8	53.7	57.0	55.8	55.6

Lancashire	2014	2015	2016	2017	2018	2019	2018/19	Lancs	NW	National	SN
<b>At 31st March</b>	1081	956	1466	1412	1237	1368	<b>Rate per 10,000</b>	55.2	53.7	45.3	48.6




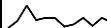









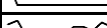
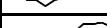


**Commentary**

Definition:

Number of CP Plans: The number of active CP Plans at the month end.

N.B. Data is extracted on the first working day after month end, so will only contain information input onto LCS as at this date. Data input after this date will not be included.

**Performance Section 1 - Contextual Indicators**  
**Number of CP Plans at the month end**

	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Trend
<b>Lancashire</b>	1357	1351	1359	1328	1329	1354	1323	1368	1382	1330	1412	1393	1388	
Lancaster	182	192	213	193	196	196	184	187	196	185	196	190	182	
Fylde & Wyre	181	176	187	182	183	208	195	191	182	163	166	187	176	
Preston	248	229	214	223	235	216	204	211	222	195	210	219	238	
Chorley & S Ribble	200	218	204	187	176	173	192	202	211	218	222	209	201	
West Lancs	86	78	70	68	73	74	65	75	82	76	79	77	78	
Burnley	107	91	107	97	95	108	116	115	119	125	149	144	150	
Pendle	79	90	100	104	117	112	109	114	104	103	111	98	95	
Rossendale	82	80	76	72	65	66	68	75	74	78	80	85	85	
Hyndburn & Ribble Valley	164	166	162	177	168	176	162	158	143	139	144	133	132	
MASH	1	0	0	0	0	0	0	0	0	0	0	0	0	
EAST Team*	10	12	4	4	1	4	5	9	9	7	11	9	8	
Exploitation	3	4	6	6	12	11	12	18	28	28	30	25	26	
SEND	14	9	8	8	6	9	10	12	12	13	13	16	17	
Other Service Areas	0	6	8	7	2	1	1	1	0	0	1	1	0	

Rate per 10,000 at 31 March	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Lancashire</b>	27.0	22.5	36.3	44.3	38.2	59.5	57.0	50.1	55.2
<b>NW</b>	42.5	42.6	41.4	50.8	49.9	55.2	54.1	53.7	53.7
<b>National</b>	38.7	37.8	37.9	42.1	42.9	43.1	43.3	45.3	45.3
<b>Statistical Neighbours</b>	37.9	40.2	43.4	48.6	48.2	46.9	48.1	48.6	48.6

**Commentary**

Definition:

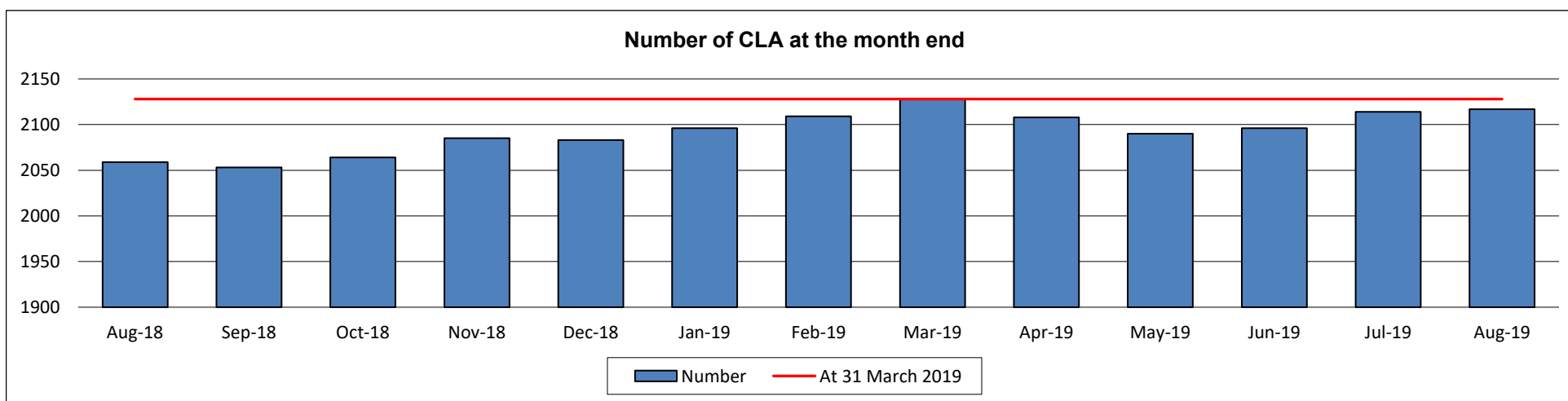
Number of CP Plans: The number of active CP Plans at the month end.

N.B. Data is extracted on the first working day after month end, so will only contain information input onto LCS as at this date. Data input after this date will not be included.

**Performance Section 1 - Contextual Indicators**  
**Number of CLA at the month end**

Lancashire	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19
<b>Number</b>	2059	2053	2064	2085	2083	2096	2109	2128	2108	2090	2096	2114	2117
<b>Rate per 10,000</b>	83.1	82.8	83.3	84.1	84.0	84.6	85.1	85.9	85.0	84.3	84.6	84.7	84.8

Lancashire	2014	2015	2016	2017	2018	2019	2018/19	Lancs	NW	National	SN
<b>At 31st March</b>	1587	1626	1664	1842	1954	2128	<b>Rate per 10,000</b>	85.9	91.0	64.0	67.1



**Commentary**

Definition:

Number of CLA: The number of Children Looked After at the month end.

N.B. Data is extracted on the first working day after month end, so will only contain information input onto LCS as at this date. Data input after this date will not be included.



**Performance Section 1 - Contextual Indicators**  
**Number of CLA at the month end**

	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Trend
<b>Lancashire</b>	2059	2053	2064	2085	2083	2096	2109	2128	2108	2090	2096	2114	2117	
Lancaster	175	180	185	198	200	212	205	224	224	220	222	232	231	
Fylde & Wyre	163	167	168	172	179	187	192	195	195	192	194	200	202	
Preston	322	349	333	338	336	333	333	326	325	331	327	320	324	
Chorley & S Ribble	269	244	279	277	274	270	278	279	268	267	260	263	261	
West Lancs	131	127	127	131	132	127	129	133	131	130	134	130	123	
Burnley	265	262	259	265	263	263	270	273	270	272	275	273	278	
Pendle	220	216	213	209	211	213	213	204	203	203	209	207	201	
Rossendale	102	103	105	109	104	104	102	100	100	98	96	101	103	
Hyndburn & Ribble Valley	250	244	240	241	240	249	252	251	255	242	247	247	248	
<b>EAST Team*</b>	13	17	15	12	14	7	0	4	6	7	3	6	7	
Exploitation	5	6	6	8	8	8	11	11	11	12	12	12	10	
SEND	45	43	45	46	45	45	44	44	46	46	46	48	47	
Adoption & Fostering	80	76	80	74	73	74	75	80	70	67	68	73	81	
Other Service Areas	19	19	9	5	4	4	5	4	4	3	3	2	1	

Rate per 10,000 at 31 March	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Lancashire</b>	53.0	54.0	61.0	65.0	65.4	68.0	75.0	79.2	85.9
<b>NW</b>	76.0	76.0	78.0	81.0	82.0	82.0	86.0	91.0	91.0
<b>National</b>	58.0	59.0	60.0	60.0	60.0	60.0	62.0	64.0	64.0
<b>Statistical Neighbours</b>	56.8	61.1	61.9	61.5	61.9	63.7	65.5	67.1	67.1

**Commentary**

Definition:

Number of CLA: The number of Children Looked After at the month end.

N.B. Data is extracted on the first working day after month end, so will only contain information input onto LCS as at this date. Data input after this date will not be included.

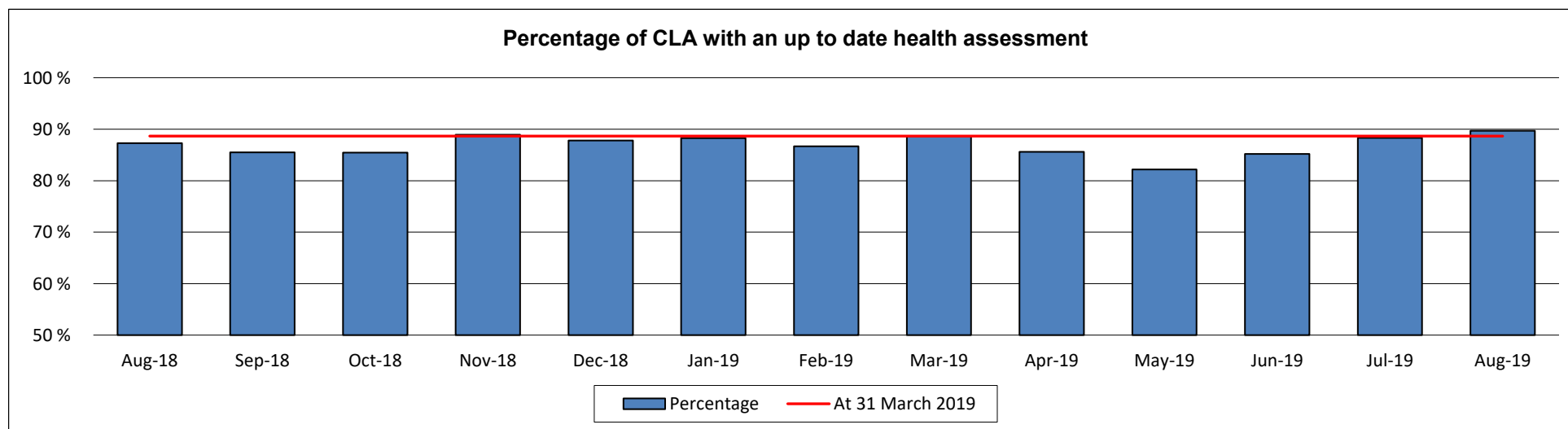
## Performance Section 3 - Other Indicators

### Percentage of CLA with an up to date health assessment

Lancashire	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19
Percentage	87.3 %	85.5 %	85.4 %	88.9 %	87.8 %	88.3 %	86.7 %	88.7 %	85.6 %	82.2 %	85.2 %	88.3 %	89.7 %

Lancashire	2014	2015	2016	2017	2018	2019	2018/19	Lancs	NW	National	SN
At 31st March	75.2 %	86.5 %	95.1 %	95.1 %	85.7 %	88.7 %	Percentage	88.7 %	89.2 %	88.3 %	90.4 %










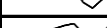


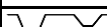

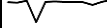


## Commentary

### Definition:

% of CLA with an up to date health assessment: The percentage of CLA at month end, who have been continuously looked after for at least 12 months, who have had a health assessment completed within the required timescales.

N.B. Data is extracted on the first working day after month end, so will only contain information input onto LCS as at this date. Data input after this date will not be included.

**Performance Section 3 - Other Indicators**  
**Percentage of CLA with an up to date health assessment**

	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Trend
Lancashire	87.3 %	85.5 %	85.4 %	88.9 %	87.8 %	88.3 %	86.7 %	88.7 %	85.6 %	82.2 %	85.2 %	88.3 %	89.7 %	
Lancaster	90.2 %	80.5 %	86.5 %	89.6 %	89.4 %	92.0 %	85.6 %	90.3 %	83.2 %	74.6 %	82.1 %	75.4 %	84.6 %	
Fylde & Wyre	88.6 %	86.5 %	80.2 %	88.3 %	85.5 %	90.8 %	88.5 %	88.6 %	85.7 %	83.6 %	82.2 %	85.3 %	87.8 %	
Preston	83.0 %	84.2 %	82.6 %	87.7 %	85.0 %	80.4 %	81.5 %	85.4 %	86.0 %	81.7 %	85.9 %	89.9 %	91.4 %	
Chorley & S Ribble	86.1 %	81.6 %	86.0 %	89.0 %	87.0 %	84.1 %	79.7 %	79.7 %	79.7 %	79.6 %	86.2 %	89.8 %	91.9 %	
West Lancs	86.4 %	84.7 %	82.8 %	84.9 %	85.1 %	85.5 %	80.6 %	87.8 %	83.7 %	80.8 %	86.5 %	87.4 %	87.8 %	
Burnley	87.4 %	87.6 %	88.2 %	89.5 %	89.2 %	94.4 %	96.0 %	94.1 %	90.1 %	88.0 %	87.1 %	88.9 %	89.4 %	
Pendle	93.8 %	91.7 %	90.2 %	92.7 %	92.0 %	91.5 %	88.9 %	93.9 %	84.5 %	80.9 %	86.1 %	94.7 %	95.3 %	
Rossendale	78.9 %	78.1 %	77.5 %	84.7 %	86.5 %	87.5 %	89.2 %	90.3 %	84.7 %	82.6 %	84.7 %	90.4 %	85.9 %	
Hyndburn & Ribble Valley	91.0 %	92.9 %	90.5 %	91.7 %	92.7 %	95.1 %	94.5 %	92.8 %	91.8 %	87.8 %	85.1 %	88.4 %	88.9 %	
EAST Team*	0.0 %	50.0 %	100.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	100.0 %	100.0 %	0.0 %	0.0 %	0.0 %	
Exploitation	100.0 %	100.0 %	0.0 %	0.0 %	100.0 %	100.0 %	100.0 %	100.0 %	50.0 %	50.0 %	100.0 %	100.0 %	75.0 %	
SEND	87.2 %	83.8 %	81.6 %	89.5 %	84.2 %	81.1 %	83.3 %	94.3 %	88.6 %	91.7 %	88.9 %	92.3 %	89.5 %	
Adoption & Fostering	78.6 %	76.4 %	83.6 %	0.0 %	80.3 %	80.6 %	79.7 %	79.7 %	78.4 %	67.3 %	79.6 %	87.5 %	89.3 %	
Other Service Areas	100.0 %	66.7 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	0.0 %	100.0 %	0.0 %	

Percentage	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Lancashire	87.8 %	87.8 %	85.1 %	75.2 %	86.5 %	95.1 %	95.1 %	85.7 %	88.7 %
NW	90.0 %	90.0 %	91.0 %	91.0 %	90.9 %	91.5 %	91.2 %	89.2 %	89.2 %
National	84.0 %	86.0 %	87.0 %	88.0 %	89.7 %	90.0 %	89.4 %	88.3 %	88.3 %
Statistical Neighbours	80.0 %	87.0 %	84.0 %	89.0 %	89.0 %	88.6 %	90.9 %	90.4 %	90.4 %

**Commentary**

Definition:

% of CLA with an up to date health assessment: The percentage of CLA at month end, who have been continuously looked after for at least 12 months, who have had a health assessment completed within the required timescales.

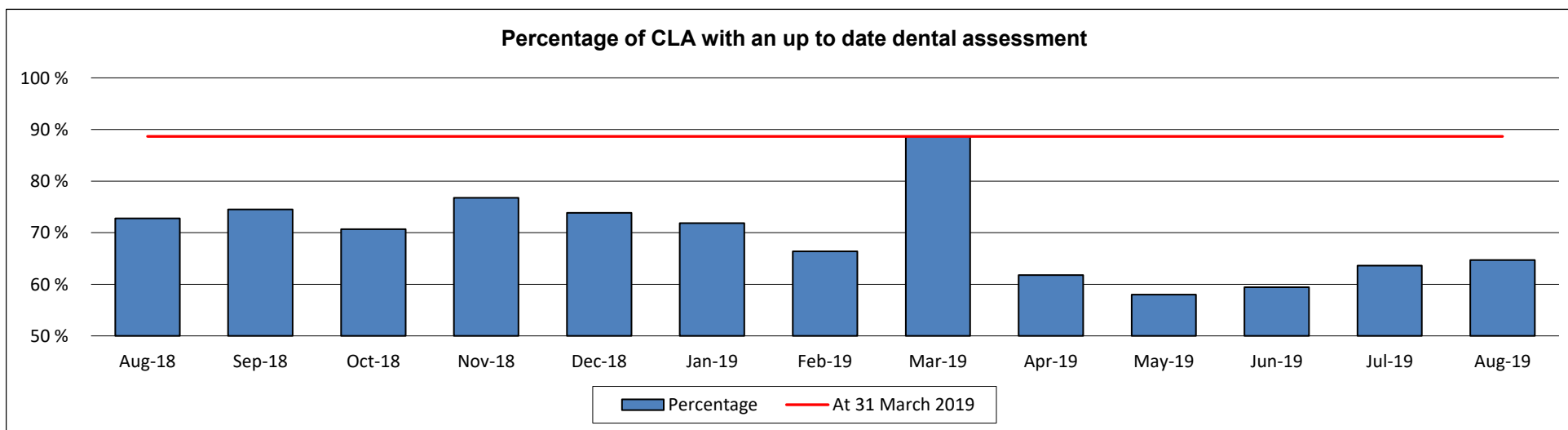
N.B. Data is extracted on the first working day after month end, so will only contain information input onto LCS as at this date. Data input after this date will not be included.

## Performance Section 3 - Other Indicators

### Percentage of CLA with an up to date dental assessment

Lancashire	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19
Percentage	72.8 %	74.5 %	70.7 %	76.7 %	73.9 %	71.8 %	66.4 %	88.7 %	61.8 %	58.0 %	59.4 %	63.6 %	64.7 %

Lancashire	2014	2015	2016	2017	2018	2019	2018/19	Lancs	NW	National	SN
At 31st March	82.3 %	73.9 %	85.6 %	89.1 %	90.4 %	88.7 %	Percentage	88.7 %	86.2 %	83.8 %	81.1 %







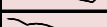
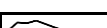



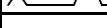


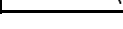


## Commentary

### Definition:

% of CLA with an up to date dental check: The percentage of CLA at month end, who have been continuously looked after for at least 12 months, who have had a dental check completed within the last 12 months.

N.B. Data is extracted on the first working day after month end, so will only contain information input onto LCS as at this date. Data input after this date will not be included.

**Performance Section 3 - Other Indicators**  
**Percentage of CLA with an up to date dental assessment**

	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Trend
Lancashire	72.8 %	74.5 %	70.7 %	76.7 %	73.9 %	71.8 %	66.4 %	88.7 %	61.8 %	58.0 %	59.4 %	63.6 %	64.7 %	
Lancaster	83.7 %	80.5 %	67.5 %	79.9 %	77.3 %	78.1 %	77.3 %	79.1 %	71.5 %	68.7 %	61.2 %	59.4 %	60.3 %	
Fylde & Wyre	75.2 %	81.7 %	72.1 %	83.8 %	80.9 %	77.3 %	74.6 %	76.4 %	70.6 %	62.5 %	62.0 %	61.2 %	67.9 %	
Preston	67.0 %	68.8 %	59.8 %	63.5 %	61.9 %	62.9 %	60.6 %	58.5 %	60.3 %	56.0 %	53.2 %	61.7 %	64.3 %	
Chorley & S Ribble	74.4 %	81.6 %	78.7 %	84.6 %	76.8 %	74.2 %	66.8 %	62.0 %	59.9 %	57.6 %	68.1 %	82.8 %	83.3 %	
West Lancs	83.0 %	81.2 %	73.6 %	75.6 %	73.6 %	68.7 %	49.5 %	50.0 %	51.0 %	51.5 %	59.6 %	55.3 %	62.2 %	
Burnley	71.7 %	84.5 %	83.3 %	87.8 %	81.8 %	76.1 %	71.3 %	68.1 %	60.2 %	53.9 %	51.0 %	55.8 %	54.8 %	
Pendle	72.0 %	63.1 %	67.3 %	64.2 %	63.3 %	57.5 %	53.6 %	53.4 %	49.3 %	46.9 %	55.4 %	60.0 %	59.2 %	
Rossendale	67.6 %	65.8 %	63.4 %	61.1 %	60.8 %	59.7 %	51.4 %	43.1 %	45.8 %	50.7 %	62.5 %	71.2 %	67.6 %	
Hyndburn & Ribble Valley	63.8 %	64.3 %	65.9 %	81.8 %	79.9 %	78.7 %	74.0 %	67.4 %	64.1 %	60.5 %	60.6 %	60.8 %	57.2 %	
EAST Team*	0.0 %	50.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	80.0 %	80.0 %	0.0 %	0.0 %	0.0 %	
Exploitation	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	50.0 %	50.0 %	50.0 %	50.0 %	66.7 %	100.0 %	
SEND	84.6 %	81.1 %	68.4 %	78.9 %	78.9 %	83.8 %	83.3 %	85.7 %	97.1 %	88.9 %	83.3 %	74.4 %	28.0 %	
Adoption & Fostering	83.9 %	87.3 %	85.2 %	90.2 %	91.8 %	90.3 %	78.0 %	65.6 %	78.4 %	69.4 %	65.3 %	70.8 %	42.0 %	
Other Service Areas	40.0 %	66.7 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	0.0 %	

Percentage	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Lancashire	80.2 %	72.8 %	75.5 %	82.3 %	73.9 %	85.6 %	89.1 %	90.4 %	88.7 %
NW	86.0 %	87.0 %	86.0 %	90.0 %	85.7 %	81.9 %	82.0 %	86.2 %	86.2 %
National	82.0 %	82.0 %	82.0 %	84.0 %	85.8 %	84.1 %	83.4 %	83.8 %	83.8 %
Statistical Neighbours	75.0 %	77.0 %	71.0 %	83.0 %	87.6 %	80.6 %	83.3 %	81.1 %	81.1 %

**Commentary**

Definition:

% of CLA with an up to date dental check: The percentage of CLA at month end, who have been continuously looked after for at least 12 months, who have had a dental check completed within the last 12 months.

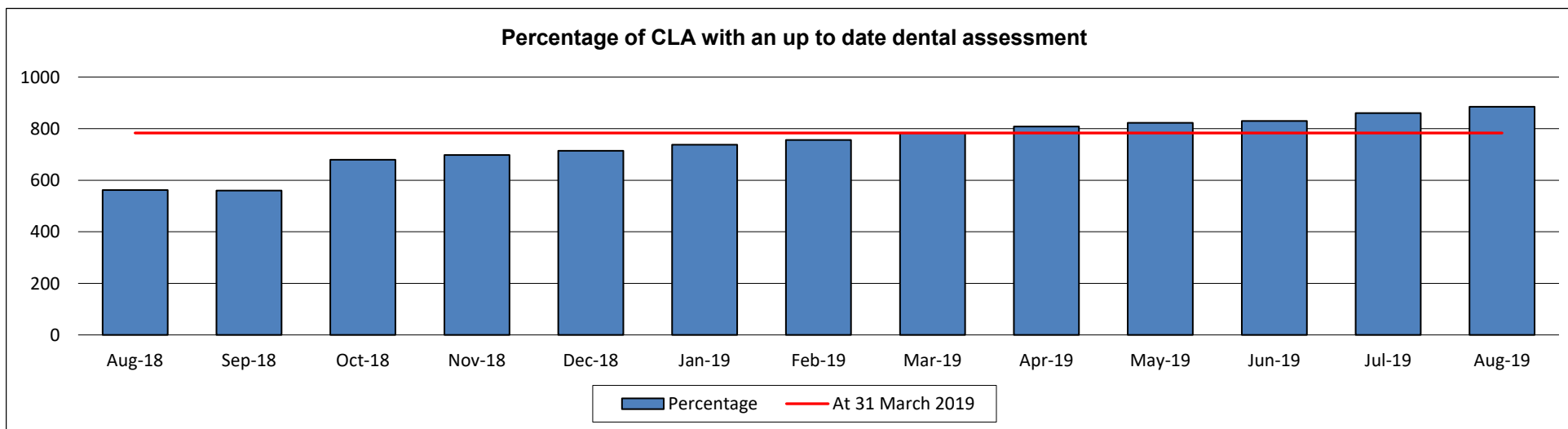
N.B. Data is extracted on the first working day after month end, so will only contain information input onto LCS as at this date. Data input after this date will not be included.

## Performance Section 4 - Care Leaver Indicators

### Number of Care Leavers

Lancashire	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19
Percentage	562	560	679	698	714	738	756	783	808	822	830	860	885

Lancashire	2014	2015	2016	2017	2018	2019		2018/19	Lancs	NW	National	SN
At 31st March						783		Percentage	783			



### Commentary

Definition:

Number of Care Leavers: The number of care Leaver Children (excluding eligible children)

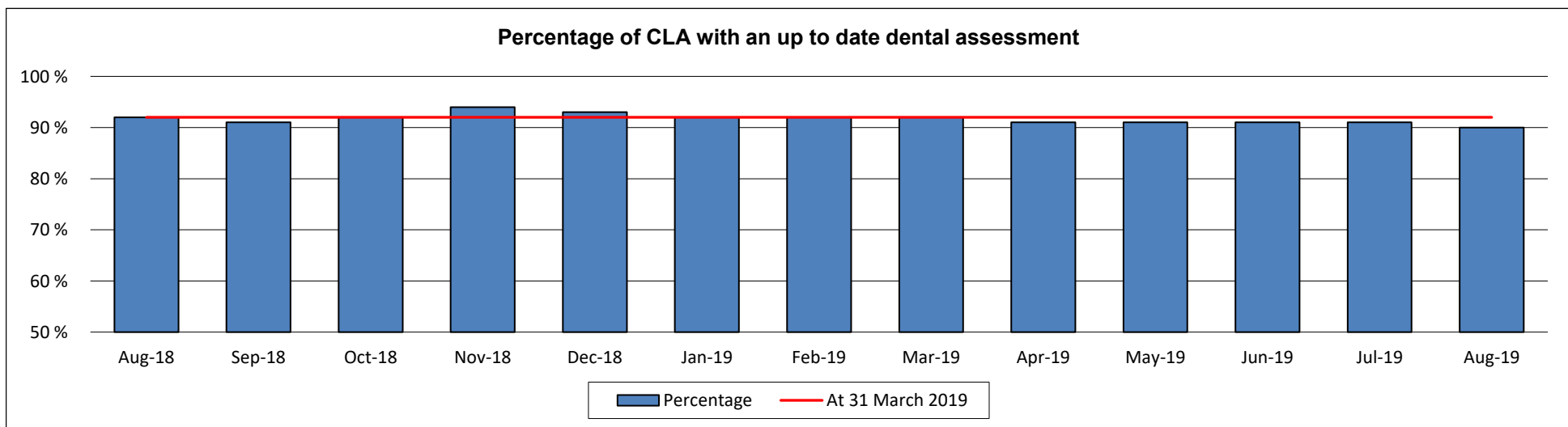
N.B. Data is extracted on the first working day after month end, so will only contain information input onto LCS as at this date. Data input after this date will not be included.

## Performance Section 4 - Care Leaver Indicators

### Number of Care Leavers in Suitable Accommodation

Lancashire	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19
Percentage	92.0 %	91.0 %	92.0 %	94.0 %	93.0 %	92.0 %	92.0 %	92.0 %	91.0 %	91.0 %	91.0 %	91.0 %	90.0 %

Lancashire	2014	2015	2016	2017	2018	2019	2018/19	Lancs	NW	National	SN
At 31st March						92 %	Percentage	92%			



### Commentary

Definition:

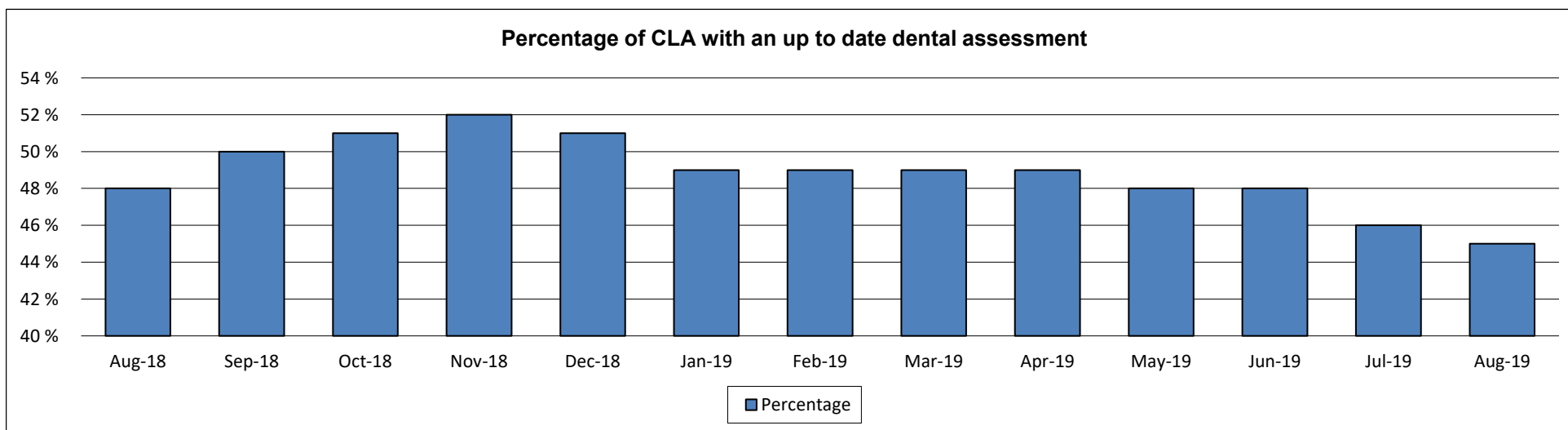
Number of Care Leavers: The number of care Leaver Children (excluding eligible children), who are in Suitable Accommodation

N.B. Data is extracted on the first working day after month end, so will only contain information input onto LCS as at this date. Data input after this date will not be included.

**Performance Section 4 - Care Leaver Indicators**  
**Number of Care Leavers in Education, Employment or Training (EET)**

Lancashire	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19
Percentage	48.0 %	50.0 %	51.0 %	52.0 %	51.0 %	49.0 %	49.0 %	49.0 %	49.0 %	48.0 %	48.0 %	46.0 %	45.0 %

Lancashire	2014	2015	2016	2017	2018	2019	2018/19	Lancs	NW	National	SN
At 31st March						49.0 %	Percentage	49.0 %			



**Commentary**

Definition:  
 Number of Care Leavers: The number of care Leaver Children (excluding eligible children) who are in Education, Employment or Training (EET)

N.B. Data is extracted on the first working day after month end, so will only contain information input onto LCS as at this date. Data input after this date will not be included.

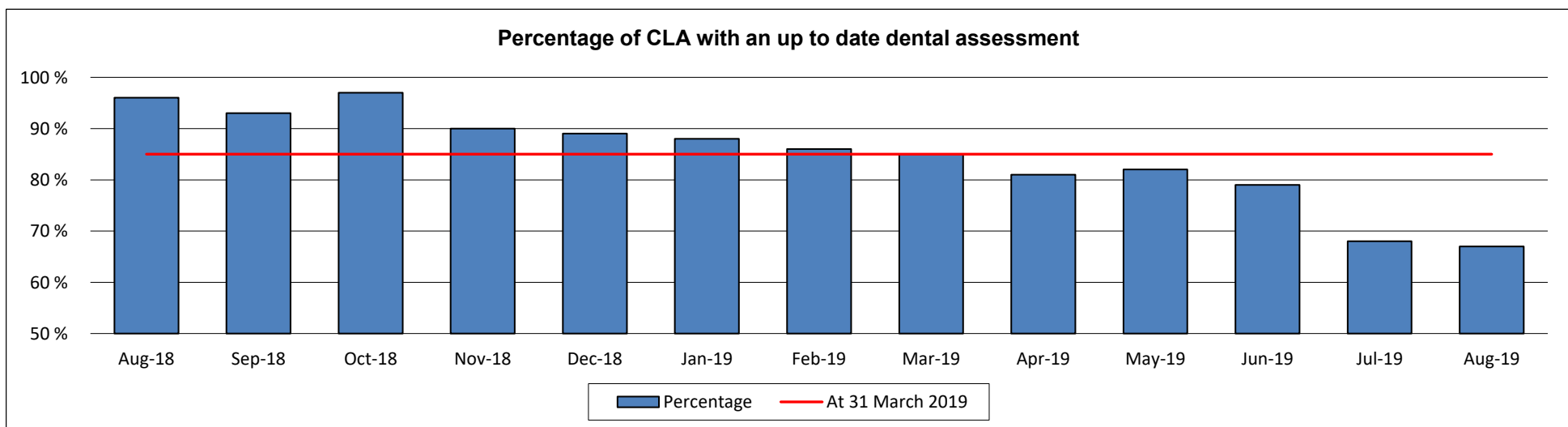


## Performance Section 4 - Care Leaver Indicators

### Number of Care Leavers who the LA is in Contact with

Lancashire	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19
Percentage	96.0 %	93.0 %	97.0 %	90.0 %	89.0 %	88.0 %	86.0 %	85.0 %	81.0 %	82.0 %	79.0 %	68.0 %	67.0 %

Lancashire	2014	2015	2016	2017	2018	2019	2018/19	Lancs	NW	National	SN
At 31st March						85.0 %	Percentage	85.0 %			



## Commentary

Definition:

Number of Care Leavers: The number of care Leaver Children (excluding eligible children) who the LA has been in touch with.

\*\*(Reporting on this indicator has changed to contact within 2 months, since July 2019)

N.B. Data is extracted on the first working day after month end, so will only contain information input onto LCS as at this date. Data input after this date will not be included.



## Corporate Parenting Board

Meeting to be held on Tuesday, 17 September 2019

## Report of the Head of Service Children's Social Care North Lancashire

Electoral Division affected: (All Divisions);
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### Lancashire's Care Leavers Report

(Appendix 'A' refers)

Contact for further information: Brendan Lee, Head of Service Children's Social Care North Lancashire, Lancashire County Council, Tel: 07748 181702,

[brendan.lee@lancashire.gov.uk](mailto:brendan.lee@lancashire.gov.uk)

### Executive Summary

The Ofsted inspection of Safeguarding in 2015 identified a need to improve our support to care leavers in Lancashire. The purpose of this report is to provide an update on how the Lancashire Care Leavers Service has been adapted to improve the offer to care leavers since then and also to make recommendations for further improvement. The report draws from two key sources:

- A review of the current service offer.
- Consultation with care leavers accessing the service and their feedback on the support they receive.

Lancashire's Corporate Parenting Strategy 2018-2022 makes clear our ambition for children and young people who are looked after and this ambition extends to young people who are leaving care.

Within the Corporate Parenting Strategy it states that children looked after are the responsibility of everyone at the council and our partner organisations. Legally, this means being their Corporate Parents. As a Corporate Parent we have the same goals for children in our care and for those moving on to independence.

Our existing Leaving Care Service needs reforming to meet this ambition. After engaging with Care Leavers in a variety of ways including face to face interviews and a questionnaire, and through undertaking a review of the Leaving Care Service this report presents a number of options for improvement.

### Recommendations

The Corporate Parenting Board is asked:

- To adopt a revised approach to support care leavers in Lancashire that realises the ambitions set out within the Corporate Parenting Strategy.
- To support the redesign of the Leaving Care Service.
- To support the actions set out within Appendix 'A' of this report to address the key messages emerging from the service review and consultation with care leavers.

## **Background and Advice**

The issues identified within the Ofsted inspection in 2015 prompted a redesign of the care leaver's service. At the time of inspection, care leavers were supported by generic support workers. In practice, this meant that the workers did not have the specialist skills required to effectively support young people.

To support improvement, in May 2016, a new leaving care service was implemented on a locality basis across Lancashire's Council's footprint to establish three locality teams in Central, East and North of the County. The staffing structure includes dedicated personal advisors along with leaving care social workers working together to create a clear pathway of support for young people leaving care.

A review of the current model is underway to ensure that the objectives of the Corporate Parenting Strategy are being met. An options paper arising from this review will be presented to the new Director of Children's Social Care for decision on 30 September 2019.

The key messages emerging from the service review include:

- Inconsistent practice standards across each locality;
- Inconsistent service offer to Care Leavers across Lancashire;
- No drop in service offer for our Care Leavers across Lancashire.
- No bespoke District Council Housing offer across Lancashire
- Limited partnership working with Health in terms of Mental Health support for over 18's.

The current service structure in the three locality based teams has different team structures and resource allocation. The options paper will include a revised model that addresses the inconsistent leaving care offer across the three localities but will include warranted variation dependent on need.

As part of the review, Care Leavers were consulted about the current services they receive from Lancashire. This involved, 25 Care Leavers in 10 supported accommodation settings consulted face to face by an independent Lancashire County Council officer as well as an electronic Care Leaver Questionnaire. In total, 163 completed questionnaires were received.

There is a clear contrast in views between the face to face consultation and the care leaver questionnaire for example, the views of those consulted face to face by an independent person included:

- The lack of understanding of what support, if any, they had received from Lancashire County Council's Leaving Care Service.
- Where the care leaver had a social worker or a personal advisor they felt unsupported.
- Many care leavers were unclear about their entitlements.

In contrast, the views of those consulted through the care leaver questionnaire on, where care leavers completed the questionnaire with their personal advisor (PA) or social worker included:

- 152 care leavers felt supported by their person advisor.
- 143 care leavers felt their personal advisor was able to help them when they needed help.
- A large proportion of care leavers were aware about some of their entitlements.

It is positive to note our care leavers feel supported by the Leaving Care Service, however, there was a limited response on how they felt supported with more detailed responses from the face to face consultation.

Research has shown, if a questionnaire is completed by a known person to the interviewee, this is likely to cause bias. This may explain the variance between two methods of consultation.

### **Summary of key findings**

The key messages merging from both the service review and the feedback from care leavers has identified some areas for action including:

- Care leavers are not fully aware of the support available to them.
- Care leavers are four times more likely to have mental health issues and are significantly more likely to have physical health problems than their peers.
- Care leavers do not get a consistent service offer from Lancashire.
- Care leavers face the demands of living on their own: having to manage finances, maintain a home and manage their lives independently, often without the support from families that most of us take for granted.
- Nationally the number of homeless Care Leavers (18-25) is increasing with 260 homeless care leavers in 2015 to 300 in 2017.
- The percentage of Care Leavers not in education, employment, or training is above national at 51% compared to 50% nationally.

The objectives of the new service will reflect the ambitions articulated within the Corporate Parenting Strategy so that all our care leavers are:

- better prepared and supported to live independently;
- have improved access to education, employment and training;
- experience stability in their lives and feel safe and secure;
- receive improved access to health support;
- achieve financial stability;
- receive a clear and consistent offer from Lancashire Care Leavers service.

An action plan to address the key findings within this report is attached in Appendix 'A'.



## Appendix 1

### The changes we need to make:

Where are we now	The change we need to make	What we will do to deliver the required change	How we will measure the progress	Outcomes
Care Leavers not fully aware of their local offer or the standard Care Leavers offer.	All our Care Leavers are aware of the local offer and entitlements.	<ul style="list-style-type: none"> <li>Establish Youth Zones "drop in" for Care Leavers in each locality to ensure they know where to go for advice and support.</li> <li>Specify the Care Leavers offer on the intranet.</li> <li>Listen to Care Leavers when they ask us provide them a leaflet too.</li> <li>Baseline the existing offers</li> <li>Identify best practice</li> <li>Agree core offer of support for independent living</li> </ul>	<ul style="list-style-type: none"> <li>Re- visit the Care Leavers offer 6 months after updating website and creating Youth Zone "drop in" and ask our young people directly about the offer.</li> </ul>	<p><b>Care Leavers are fully informed about the Care Leavers offer in Lancashire.</b></p> <ul style="list-style-type: none"> <li>All Care Leavers are aware of their entitlements.</li> <li>All Care Leavers know, where in their locality they can go and find someone to speak to about any support they need – her to go for support and help.</li> </ul>

		<ul style="list-style-type: none"> <li>• A common pathway plan will be adopted</li> </ul>		
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Where are we now	The change we need to make	What we will do to deliver the required change	How we will measure the progress	Outcomes
<p>Care leavers are 4 times more likely to have mental health issues and are significantly more likely to have physical health problems than their peers.</p> <p>Health Assessments for CLA</p> <ul style="list-style-type: none"> <li>a. National: 88% – March 2018</li> <li>b. Lancashire – 89.7% - August 2019</li> </ul>	<p>We need to reduce health inequalities for care leavers.</p> <p>Recognise earlier the Care leavers that require additional support by ensure health assessments &amp; SDQ highlight issues and are timely.</p>	<ul style="list-style-type: none"> <li>• Mental health/ CAMHS and substance services commissioned for care leavers to 25 years of age with priority pathways.</li> <li>• Integrated health and leaving care services; ideally colocated or a minimum weekly presence.</li> <li>• Removing inconsistency of health services across Lancashire.</li> <li>• Improve health assessments timeliness</li> </ul>	<ul style="list-style-type: none"> <li>• More care leavers receiving a timely and suitable health service (mental, emotional, and physical)</li> <li>• Less care leavers attending A&amp;E with a mental health crisis and or substance misuse needs.</li> <li>• % of Health assessments and SDQ's.</li> </ul>	<p><b>Care Leavers Are Resilient And Healthy</b></p> <ul style="list-style-type: none"> <li>• Health outcomes for care leavers will be improved across all of Lancashire</li> </ul>

## Key Findings



- Good health and wellbeing provision have been established by several authorities with good links to health professionals being made on a local level.
- Priority pathways to mental health provision; a greater level of tolerance when Care Leavers miss appointments; a consistent approach across Lancashire to the colocation of health and care professionals.
- Priority for care leavers over the age of 18 years in accessing Mental Health services.

Where are we now	The change we need to make	What we will do to deliver the required change	How we will measure the progress	Outcomes
<p>Care Leavers do not get a consistent service from Lancashire.</p> <p>Care leavers face the demands of living on their own: having to manage finances, maintain a home and manage their lives independently, often without the support from families that most of us take for granted</p>	<p>One consistent practise approach to services offered to our YP.</p> <p>We will develop and implement a clear offer of support and pathway planning for care leavers across Lancashire</p>	<ul style="list-style-type: none"> <li>• Consider the consultation feedback and review the current structures in the three localities.</li> <li>• Review the current service offer from Lancashire Care Leavers services.</li> <li>• Produce a care leaver's practise manual.</li> </ul> <p>Produce guidelines on role of PA and Social Worker</p> <ul style="list-style-type: none"> <li>• Review the pathway plan to make this a</li> </ul>	<ul style="list-style-type: none"> <li>• All young people will be co allocated a PA by 16 years old.</li> <li>• Data will show how many Care Leavers are allocated a PA at 16 years old.</li> <li>• All staff to ensure they follow practice guidelines and protocols.</li> <li>• Audit tool to be created especially for the care leavers</li> </ul>	<p><b>Care Leavers are provided a consistent care leaving service across Lancashire.</b></p> <ul style="list-style-type: none"> <li>• Every Care Leaver will receive the same service across Lancashire</li> <li>• The same processes be applied across Lancashire</li> <li>• Create good quality evidence based practice which will be developed via the new audit tool.</li> <li>• Increase in the percentage of care leavers living independently</li> </ul>

		meaningful document for care leavers.		
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Where are we now	The change we need to make	What we will do to deliver the required change	How we will measure the progress	Outcomes
<p>Nationally the number of homeless Care Leavers (18-25) is increasing. 2015 (260), 2016 (260) 2017 (300)</p> <p>The percentage of Care Leavers in suitable accommodation:</p> <ul style="list-style-type: none"> <li>a. Nationally: 84%,</li> <li>b. North West region: 87%,</li> <li>c. Greater Manchester: 88.7%.</li> </ul> <p>This ranges from 72% - 98%</p> <ul style="list-style-type: none"> <li>d. Lancashire: 90%</li> </ul>	<p>We will ensure there is suitable accommodation for Care Leavers.</p> <p>Good emergency arrangements to meet the needs of those homeless or at risk of being homeless.</p>	<ul style="list-style-type: none"> <li>• Identify the number of homeless Care Leavers in Lancashire.</li> <li>• Ensure all Care Leavers have access to a personal advisor.</li> <li>• Work with 12 District Councils and in partnership to produce a Care Leaver's pathway in Lancashire. Aiming for a District Council housing allocation policy that prioritises Care Leavers.</li> <li>• Staying Put and Staying Close policies are embedded.</li> </ul>	<ul style="list-style-type: none"> <li>• A reduction in the number of homeless Care Leavers.</li> <li>• An increase in the number of Care Leavers accessing suitable accommodation where they want to be.</li> <li>• Projection of all care leavers of settled accommodation.</li> </ul>	<p><b>Care Leavers have stable, suitable accommodation where they want to be</b></p> <ul style="list-style-type: none"> <li>• Less Care Leavers homeless and more Care Leavers in suitable accommodation where they want to be</li> <li>• No Care Leavers are made intentionally homeless</li> <li>• Care leavers will have settled accommodation when they are ready for their own tenancy</li> </ul>

## Key Findings

- Following the feedback from our Care Leavers, there are inconsistencies with accommodation availability once they move on from supported accommodation.
- A Leaving Care Placement analysis for Lancashire has been undertaken which provides a good starting point on which to build a consistent offer for Care Leavers.
- All Districts Councils to have Care Leavers as a priority group
- Standard Lancashire pathways for Care Leavers to access RSL's are established (Access within agreed time when tenancy ready)
- A pre-tenancy practical training package is developed & shared and recognized by all districts and RSL's

Where are we now	The change we need to make	What we will do to deliver the required change	How we will measure the progress	Outcomes
<p>The percentage of Care Leavers not in education, employment, or training.</p> <p>a. Nationally: 40%</p> <p>b. North West region: 45%,</p> <p>c. Greater Manchester: 43.2%.</p> <p>This ranges from 41-52%.</p> <p>The percentage of Care Leavers in education, employment, and training.</p> <p>a. Nationally: 50%,</p> <p>b. North West region : 49%,</p>	<p>We will ensure appropriate education, employment, and training opportunities are available for Care Leavers</p>	<ul style="list-style-type: none"> <li>• Ensure all Care Leavers are allocated a Personal Adviser.</li> <li>• The Council and its strategic partners undertake a pledge to prioritise Care Leavers for: <ul style="list-style-type: none"> <li>- Apprenticeship opportunities within their organisations</li> <li>- Work Experience opportunities</li> <li>- Supported internship study programmes for</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• A reduction in the number of Care Leavers not in Education, Employment, and Training</li> <li>• Fewer Care Leavers dependent on state benefits</li> </ul>	<p><b>Care leavers employed or accessing education and training</b></p> <ul style="list-style-type: none"> <li>• All Care Leavers are educated (to their potential)</li> <li>• Care Leavers progress into and sustain positive EET destinations</li> </ul>

c. Greater Manchester: 50.4%		Care Leavers with Education, Health and Care Plans or statements of SEN. - Continue with Employment support advisors.		
d. Lancashire: 51%				

## Key Findings

- The high number of Care Leavers who are not in employment, education, and training (NEET) is believed to be due to the lack of provision for young people who are not work ready and not reaching the required standards to access apprenticeships.
- Redesign the PEP process, specifically role of Virtual Schools within PEP process.
- Capture PEP data on LCS.
- Better sharing of information.
- College and Leaving Care Service to monitor and track progress of Care Leavers. This will support the continuity of PEP's post 16.
- Use partnership opportunities from the private sector to create more ring-fenced employment for Care Leavers at a variety of levels, including pre-apprenticeship to work towards 'work ready'.
- Develop models for pre-employment support.

## Corporate Parenting Board

Meeting to be held on 17 September 2019

### Report of the Head of Service – Safeguarding, Inspection and Audit

Electoral Division affected: All
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The Independent Reviewing Service Annual Report 2018-19  
(Appendix 'A' refers)

Contact for further information: Paul McIntyre, Safeguarding Manager, Lancashire County Council, Tel: 01772 538323, [paul.mcintyre@lancashire.gov.uk](mailto:paul.mcintyre@lancashire.gov.uk)

#### Executive Summary

The Independent Reviewing Service is made up of 45 (full time equivalent) Independent Reviewing Officers (IRO) working across Lancashire. They are responsible for chairing Looked After Child Reviews and Child Protection Conferences. Their work in respect of Looked After Children is carried out under statutory guidance – 'The Independent Reviewing Officer Handbook'. This sets out the role of the Independent Reviewing Officer in quality assuring the care planning and review process for children and young people in care, and to ensure that their wishes and feelings are given due consideration. In Lancashire the Independent Reviewing Officer role is undertaken jointly alongside the Child Protection Conference Chair function. The Independent Reviewing Officer Service produces an Annual Report which sets out service performance and developments within the year as well as future objectives. Since January 2019 Children's Services have been working to address the findings of the August 2018 Ofsted inspection via our 'Getting to Good' Plan. The 2018/19 Annual Report sets out the progress made to date and further work planned.

#### Recommendation

The Board is asked to review and consider the Independent Reviewing Officers Annual Report and the objectives set by the Service, and to provide such feedback as appropriate.

#### Background and Advice

The Independent Reviewing Officer Annual report highlights that although the number of children and young people looked after or subject to a Child Protection Plan increased during 2018/19 a very high proportion of these receive a timely review within statutory timescales. Almost all children and young people participate in their review, either directly or indirectly.

The 2018 Ofsted inspection highlighted the need to strengthen critical challenge amongst first line managers and Independent Reviewing Officers to achieve and maintain consistent delivery of good support services. This finding is reflected within the 'Getting to Good' improvement plan and has included joint development work between first line managers and Independent Reviewing Officers to identify and agree good practice standards in the assessment, planning and review of support to children and young people. The Independent Reviewing Officer report identifies that the service has significantly increased the number of challenges made by Independent Reviewing Officers this year compared to last, although further work is proposed to ensure this is consistently applied across the service.

The Independent Reviewing Officer Service has strengthened its work in respect of monitoring the welfare and progression of plans for children and young people outside of the formal (6 monthly) statutory review. During 2018/19 mid-point monitoring was undertaken in respect of 85% of looked after children and young people (as some reviews take place on short timescales it would not be possible or appropriate to undertake mid-point monitoring within 100% of review periods). The Service has also strengthened the internal audit process by which the line managers of Independent Reviewing Officers review the effectiveness of the Independent Reviewing Officer role within a case file, with an emphasis on the impact for the child/young person.

The Improvement Plan also directs improvements in respect of the health and education planning/provision for looked after children and young people. The Independent Reviewing Officer Service has provided updated guidance to Independent Reviewing Officers to ensure that all health and education planning needs are considered within each review. A multi-agency working group has been established to direct improvements in respect of the Health Assessment process for looked after children and young people. This is beginning to show improvements with 85% of looked after children and young people receiving a Health Assessment. Further work is planned to address the timeliness of these Health Assessments and ensure the identified needs are fully understood within the review. The Personal Education Plan (PEP) process has also been updated to ensure that looked after children and young people receive well-planned support for their education.

Achieving permanence for looked after children and young people is a key objective within the improvement plan and for the Independent Reviewing Officer Service. Permanence is defined in respect of legal permanence, placement permanence and emotional permanence (stability/security). This will include long term fostering, Special Guardianship as well as children/ young people being reunited with their families and statutory orders being discharged where it is judged safe and appropriate to do so. The Independent Reviewing Officer Service has undertaken work through the year to ensure that a consistent threshold of what represents good planning towards permanence is understood and applied. Permanence performance is now monitored closely through a 'Permanence Tracker' and business reports and the findings used to identify areas for further work. The Independent Reviewing Officer Service has changed the way that children looked after reviews are recorded to ensure that the delivery of permanence is closely monitored through the review process. Helping children and young people to develop a clear sense of their life story and identity is a key component of achieving permanence and to this end the

Independent Reviewing Officer Service is contributing to work to ensure that all children and young people with a plan of permanence receive a Life Story Book. To further support this work guidance has been established to direct how placements at risk of breaking down should be supported, or lessons learned if they do break down, via Stability and Disruption Meetings.

With regard to future objectives it is recognised that there is more to be done to ensure that first line managers and Independent Reviewing Officers challenge and direct practice to achieve consistently good service and we will continue to address this through joint training and development this year. Children's Services is committed to developing a Family Safeguarding Model and this will change how the Independent Reviewing Officer Service delivers looked after child and child protection reviews, with an emphasis on working *with* (as opposed to *doing to*) families to co-produce planned support. A focus on achieving permanence and supporting this through Life Story Books for looked after children will be a priority.







# Independent Reviewing Officers Annual Report 2018-2019

**Looked After Children and Safeguarding**

Contents

1. Executive Summary	Page 3-4
2. Progress on Recommendations from 2017/2018	Page 4-7
3. The IRO Service	Page 7-8
4. Performance	Page 8-14
5. Quality Assurance	Page 14-23
6. Good Practice and Problem Resolution	Page 23-29
7. Priorities for 2019/20	Page 29-30
8. Conclusion	Page 30-31
 Appendix 1     Service Structure	 Page 32
Appendix 2&3 Post Qualifying Experience	Page 33-34

## 1. **Executive Summary**

This is the Annual Report of the Lancashire Independent Reviewing Officer (IRO) Service for the period from the 1st April 2018 to the 31st March 2019.

The statutory requirement for this report is found in the Children and Young Person's Act, 2008 and subsequent statutory guidance published by the Department for Children, Schools and Families, 2010, (The IRO Handbook). The report will be presented to the senior leadership team, Corporate Parenting Board and the Lancashire Safeguarding Children Board (LSCB) and will be available as a public document.

In 2018/19 the IRO Service operated with 45 full-time equivalent (FTE) IROs. IRO caseloads have increased by 3.6% since 2017/18 with the average caseload for 2018/19 being 77.9. Quality and Review (Q&R) managers have consistently monitored caseloads throughout the year and have worked hard to ensure that caseloads have been equitable across the county. This average caseload is a significant achievement and has greatly increased IRO capacity to fulfil their role in line with the IRO Handbook. Three posts are currently covered by agency workers due to maternity leave.

The number of Children Looked After (CLA) in Lancashire increased by 7.5% during 2018/2019. Performance for reviews held in timescale has decreased from 97.3% to 96.8%. Positively the participation of children and young people in their CLA review has increased from 99.1% in 2017/18 to 99.8% in 2018/19. Out of the cohort of 2,025 CLA, 12 children did not participate or contribute to their review. This cohort includes those children under the age of 4 who may be too young to participate in their review.

In the CLA population, performance for reviews held in timescale is 96.8%. Out of the cohort of 2,025 children who had a review during the period, 40 reviews were held outside of the required timescale. The participation of children and young people in their CLA review is 99.8%. Out of the cohort of 2,025 children who had a review during the period, 12 children did not participate in their review.

The number of children subject to child protection plans (CPPs) has increased by 10% from 1,243 in March 2018 to 1,368 in March 2019. The rate in Lancashire is now at 50.1 per 10,000 child population, which is lower than the regional average (March 2018: 53.7), and is just above our statistical neighbours (March 2018: 48.6) and the national average (March 2018: 45.3).

There has been a slight improvement in performance in respect of review child protection conferences (RCPCs) held within timescale from 94% in 2017/18 to 95.7% 2018/19. This performance remains good and is above the national (2017/2018, 90.2%), North West average (2017/2018, 90.8%) and our statistical neighbours (2017/2018, 94.6%). There are a number of reasons for conferences being outside of timescale, these are detailed in the main body of the report but it is important to note that Lancashire continue to implement a zero tolerance to conferences going ahead if the report has not been completed and shared with parents prior to the conference.

For CP cases, there has been a consistent rate of initial child protection conferences (ICPCs) being convened each month in the last year. In March 2018, there were 144 ICPCs and in March 2019 173 ICPCs held in the month, in December 2018 there was a dip to 98 ICPC's being started, this could be explained by the holiday period.

The proportion of CP plans over two years duration has increased to 4.0%, with 71 children on a CP plan for over 2 years. This is higher than our statistical neighbours (2017/2018 3.6%) and the national average (2017/2018: 3.4%).

Alongside this performance, the proportion of children made subject to a CP plan for a second or subsequent time increased slightly from 20.9% in 2017/2018 to 21.3% in 2018/2019. A

more meaningful indicator is the number of children subject to a plan for a second or subsequent time in the last twelve months. This has also increased from 6.5% to 7.5%, the possible reasons for this are discussed within the main body of the report.

Along with other IRO meetings, the Minute Taking Service (MTS) completed an average of 16.31 meetings per month during 2018/2019, this has increased from 11.16 in 2017/18. This does not include the CLA reviews and other meetings held by the IRO Service where a minute taker is not present.

During 2018/2019 the IRO Service reviewed the way that IROs use the Problem Resolution process (PR) introduced in 2017/2018. This change introduced two distinct processes, firstly the PR process which focuses on care planning challenge from the IRO and secondly Management Alert (MA) challenge which focuses on compliance issues on a case. In 2018/2019 there was a total of 1705 IRO challenges, 421 PR'S and 1284 MA's. This is a significant increase of 222% in comparison to a total of 767 IRO challenges recorded in 2017/2018. Weekly data reports are produced which highlight all PR and MA initiated that week and all outstanding challenges which are tracked to ensure they are completed. This has significantly reduced the numbers of outstanding PR's and MA's over 4 weeks. It is recognised and accepted that the service needs to evidence the impact of these challenges on improving outcomes for children and young people which needs to be the focus for 2019/2020.

To strengthen the IRO role and improve learning the service is participating in learning circles, for both IROs and Q&R Managers, the latter being held jointly with front-line managers from Children's Social Care (CSC). These are facilitated by the Advanced Practitioners, with a focus on understanding and delivering effective challenge, good practice in relation to assessment and planning and how to support an effective review process. This work is scheduled to continue to provide a forum for joint learning and development between front-line managers and IROs based on themes identified from a range of sources, for example, performance data, audit activity and live observations of practice. Lancashire has also supported IROs in attending the Advanced IRO qualification at Edge Hill University, with 6 IROs having completed this, with a further 4 currently on the course.

Due to feedback back from CP/RCP conference being very low during 2017/2018 a pilot took place during March 2019. During the 4 week period a total of 248 ICPC's and RCPC's took place and from these meetings a total of 148 questionnaires were completed. This equates to a 62% return, this is a large increase when compared to 2017/18 when the return over the full year equated to 2.1%. The method applied during the 4 week pilot has therefore been successful in terms of increasing the number of feedback forms completed. From the 148 questionnaires returned 58 related to initial conferences and 90 related to review conferences.

During 2018/2019 there was a significant reduction (60%) in the number of appeals against CP/RCP conference decisions from 10 during both 2017-18 and 2016-17. Of these only 1 was upheld, again a reduction from 2 in 2017-18 and 7 in 2016-17. This evidences that both procedures are being followed and CP decisions being accepted during conferences which supports good practice.

## **2. Recommendations from the IRO Annual Report 2018/19**

- **Improve S47 audits**

Work with CSC to ensure that all required S47 enquiries are sent to the IRO service to ensure that audits are completed. Work with LCS to determine whether the IRO audit can be incorporated into the Section 47 document on LCS.

**Update:** Throughout the year regular reminders have been sent via the Weekly Brief to remind CSC of the process for Section 47 audits. Targeted discussions have been held with specific teams and areas where the process has consistently not been followed.

Overall the amount of Section 47 audits sent has increased, however this is still not to an acceptable level.

Discussions have taken place and it has been agreed that the Section 47 audit will be incorporated onto the Section 47 document on LCS, however the timescale for this is not currently known.

- **Embed the use of consultation documents to improve participation in child protection conferences and children looked after reviews**

IROs to continue to promote the use of consultation documents for all CLA and children subject to a child protection plan to ensure that children's voices are heard and they are able to contribute to the plans in place for them. The IRO service will work with CSC to ensure that the importance of children and young people being fully involved in conference and review processes is fully embedded. This will be achieved by Q&R Manager's attending CSC team development sessions, through liaison meetings and through information provided on briefings to ensure the consistent use of tools to support children's participation, particularly in child protection conferences.

**Update:** During the last 12 months, more 'All About Me' consultation documents have been produced and sent to the localities. At all cluster meetings, Q&R managers are reminding CSC of the importance of social workers using consultation documents with children and young people prior to all reviews and conferences. A crib sheet has also been created that will be attached to all ICPC requests, reminding social workers of what is required prior to conference; including participation and preparation. Q&R managers have also been working with Gavin Redhead to identify Participation Champions for the IRO service.

- **Improve child protection plans and ensure they are SMART**

The IRO service to oversee child protection plans to ensure they are SMART, reflecting risks and strengths/protective factors.

**Update:** The IRO's have continued to have oversight of CP plans after the first core group. The service has found this difficult to embed in practice for the reasons outlined further in the report, however it continues to be an expected standard and is part of the IRO supervision audits. Further training has been offered to all new IRO's and managers across Lancashire to embed this practice and SMART plans continue to be a theme of the purposeful practice workshops co-ordinated and delivered by the Advanced Practitioner service. There is currently further training being developed to commence in summer 2019 to support the use of a strength based approach.

- **Ensure consistent and high standard of practice from the IRO service**

The IRO service have devised an audit template to be used within IRO supervision. This is consistent with Lancashire's audit framework and the Ofsted grading judgements. This will ensure consistency of IRO oversight of practice and IRO learning and development needs.

**Update:** The audit tool has been embedded for over a year and is used for all IRO supervisions. The completed audits are returned to the audit team who complete an audit analysis. There has been delay in receiving the audit analysis however there is a plan to receive a quarterly report that evidences the findings of the audits and will inform our training and learning needs and areas for development. The Q&R managers have found this a very useful tool within supervision as it has evidenced the learning needs of the individual IRO's and areas of good practice to be shared in reflective supervisions.

- **Improve outcomes for children through the problem resolution and management alert system**

Ensure that the learning from problem resolution and management alerts, including themes and trends on a district/locality footprint, is used to further drive practice improvement.

**Update:** The IRO Service have continued to challenge concerns in relation to compliance, practice and decisions relating to the care plan. Formal challenge from the IRO Service has increased over 200% this year. IRO's during 2019/2020 need to ensure that their challenge is consistent and effective in improving outcomes for children and young people.

- **Improve the feedback process for parents / carers**

Develop an effective feedback process for parents / carers who attend child protection conferences and CLA reviews that is more user friendly, more accessible and improves impact on service delivery.

**Update:** Following poor returns of parent / carer feedback forms in 2017/18 the IRO service decided to take a different approach in 2018/19, in an attempt to increase the rate of returns and quality of feedback provided. A 4 week pilot has been undertaken where the views of every parent / carer, at every child protection conference (where appropriate), were sought directly from the parent/carer immediately following the conference. This has generated 148 responses, providing a significant amount of feedback. Due to the success of this pilot the service will now use this method to seek feedback bi-annually. It is hoped that by analysing the feedback the service will be able to make improvements to the quality of service provided to families and improve outcomes for children and young people.

- **Improve the performance in respect of health assessments, PEPs and educational achievement for CLA**

Promote IRO oversight of health assessments, up to date PEP's and educational achievement during CLA reviews to improve performance.

**Update:** In relation to oversight of health assessments, PEPs and educational achievement for CLA – a template for CLA reviews with guidance has been produced for IRO's and implemented in October 2018. The guidance is clear about what is expected in terms of oversight for these areas by IRO's for Children Looked After. Furthermore, due to the concerns about performance regarding health assessments a project group was established in October 2018 to improve performance and health outcomes for children looked after in general. The project involved consultation with health leads, medical practitioners, CSC, IRO Service and business support. The project has identified areas of improvement and the redesign is ongoing in terms of implementing the actions identified.

- **Improve early permanence**

The IRO service will promote early permanence and challenge when there is delay in permanence planning.

**Update:** Planning for permanence has continued to be a key area of development for the IRO service, with the aim of ensuring looked after children have a plan for permanence by their second CLA review and if not, there are clear actions and timescales to achieve this. This is being achieved and progressed in conjunction with the 'Permanence Action Plan' and 'Getting to Good Plan'. The first step was to clarify the definition of permanence so as a Local Authority we were clear about the definition and the difference between

children having plans for permanence and plans of permanence. A template for CLA reviews for IRO's to complete has been developed with guidance around permanence and what needs to be included in the review and decisions around achieving permanence. A permanence tracker has been developed so that we have a clear understanding of current performance and which children do not have a plan of permanence. This will enable IRO's and managers to track the progress and to ensure that there is no unnecessary delay. Work is ongoing around further improvements to the outcomes form to enable us to capture further data around permanence as currently some data has to be manually obtained. Permanence workshops have been provided to IRO's and CSC staff to ensure everyone has a clear and shared understanding of permanence and expectations.

### **3. The IRO Service**

Lancashire's IRO service was established in 1999. IROs are responsible for chairing CLA reviews, CP/RCP conferences and a range of specialist strategy meetings, including suspected cases of fabricated/induced illness, stage 2 missing from home intervention meetings, Placement disruption meetings, CLA who display sexually harmful behaviours towards other children and cases of serious self-harm of children who are looked after.

The IRO service also undertakes Regulation 44 visits for LCC residential children's homes, monthly cross service case file audits as part of their quality assurance role and Section 47 audits in those cases where concerns have been substantiated but the child is judged to be no longer at risk of significant harm.

#### **3.1 Service Structure**

The IRO service sits within the Safeguarding, Inspection & Audit Service (SIA) within the Start-Well arm of the Operations and Delivery Services of the County Council's Children's Services. It is independent of the line management structure of the locality social work teams, therefore maintaining the independence of the IROs.

The IRO service is made up of a Head of Service, Safeguarding Manager, 6.5 FTE Quality Review Managers and 45 FTE IRO posts; 44 FTE posts chair reviews for CLA and CP/RCP conferences and 1 FTE post is dedicated to the review of Lancashire's approved foster carers. Five of the posts are held by male staff and eight team members identify themselves as from a BME background.

The service mirrors the locality footprint of CSC. There are two IRO teams in the Central Locality, three teams in the East Locality and one team in the North Locality. This helps to strengthen local relationships whilst also improving consistency of practice and challenge. The IROs participate in monthly team meetings / workshops bi-annual development days and have begun to attend monthly learning circles and development events with CSC colleagues. The IRO team structure chart is found at Appendix 1.

#### **3.2 Post Qualifying Experience**

All IROs in Lancashire are required to have a minimum of five years post qualifying experience. They have all worked in statutory childcare settings and several have previous management experience. A detailed table of the level of post qualifying experience and length of service of IROs and Q&R managers in Lancashire can be found in Appendix 2.

#### **3.3 Staff Recruitment and Retention**

During 2018/19, the service has been fully staffed, any long term sickness absence has been covered by agency staff where possible.

In April 2018, the service was made up of 97.73% permanent staff and 2.27% agency staff. In March 2019, there are now three agency workers within the team who are covering maternity leave for a twelve month period (6.66%).

During 2018/19, three permanent IROs left the service: one secured internal promotion and two workers left to pursue other opportunities.

### **3.4 Caseloads**

The current average IRO caseload is 81 with a yearly average of 77.9, which has risen by 3.6% since March 2018, when the average was 74.3.

The number of CLA has increased by 7.5% from 1,968 in March 2018 to 2,128 in March 2019. Lancashire's rate of CLA per 10,000 population is now 79.2 (March 2018). This is lower than the regional rate (March 2018: 91) but is higher than our statistical neighbours (March 2018: 67.1) and the national average (March 2017: 64).

The number of children subject to CP Plans has increased by 9.1% from 1,243 in March 2018 to 1,368 in March 2019. The rate in Lancashire is 50.1 per 10,000 child population (March 2018), which is lower than the regional average (March 2018: 53.7), but higher than our statistical neighbours (March 2018: 48.6) and the national average (March 2018: 453.3).

### **3.5 Fostering IRO**

Foster carers are reviewed by a dedicated fostering IRO within the IRO Service. During 2018/2019, there has been a continued focus on encouraging the attendance of foster carers at their reviews, including connected carers and this has continued to remain at a good level. It has also continued to be standard practice that a representative from the Fostering Service, who has knowledge of the foster carers attends the review.

The countywide calendar continues to ensure that no more than six foster carer reviews are booked on any one day, and there are no more than 12 reviews in a week.

In addition to this, in the last 12 months it has been agreed to introduce an additional day of reviews once per month solely for reviews required following allegations regarding the foster carers. This has been established to ensure that the reviews can be held in a timely manner and also to clearly separate out the different reviews.

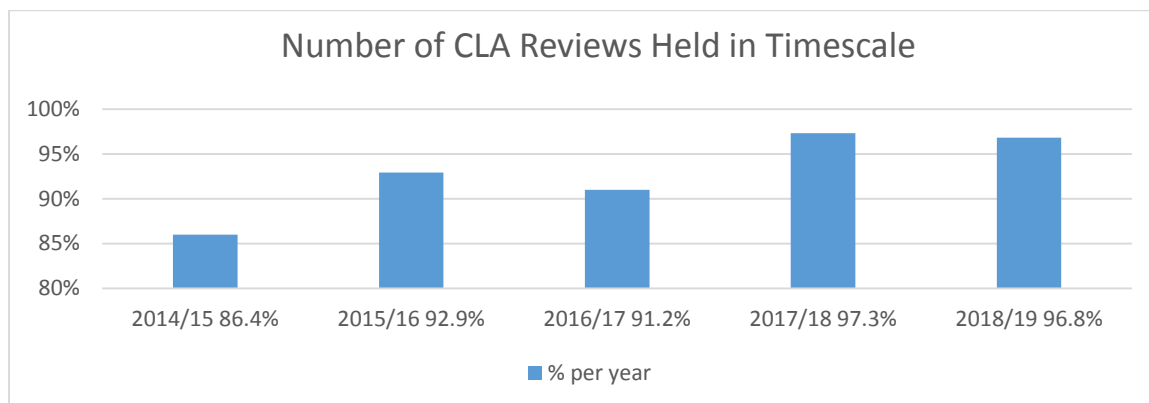
Within the last 12 months further prompts have been added to the agenda template to ensure that the paramount issues are captured for every review. A significant development within the last 12 months is that all of the reviews are now minuted by Business Support. This allows the fostering IRO to focus more on interacting in the review rather than recording notes. This has also had a positive impact in ensuring that there is no backlog in completing the write up and distribution of the reviews. Work is still being undertaken to analyse the data in relation to the foster carer reviews to ensure that these are all being completed within timescale, and provide some narrative where this has not been possible.

## **4. Performance**

### **4.1 Looked After Children**

#### **4.1.1 CLA Reviews in Timescale (Ni66)**





Performance has decreased slightly in respect of the proportion of reviews completed within the requisite timescale. (2017/18: 97.3% compared to 2018/19: 96.8%). Out of the cohort of 2,128 children who had a review during the period, 40 reviews were held outside of the required timescale. This was due to a number of factors as follows:

- IRO human error
- Late notification of looked after status by CSC
- IRO sickness absence
- Lack of Social Worker availability
- Changes in Social Worker
- Changes in IRO

When taken as a proportion of the total number of reviews held (4,727) performance rises to 98.1%.

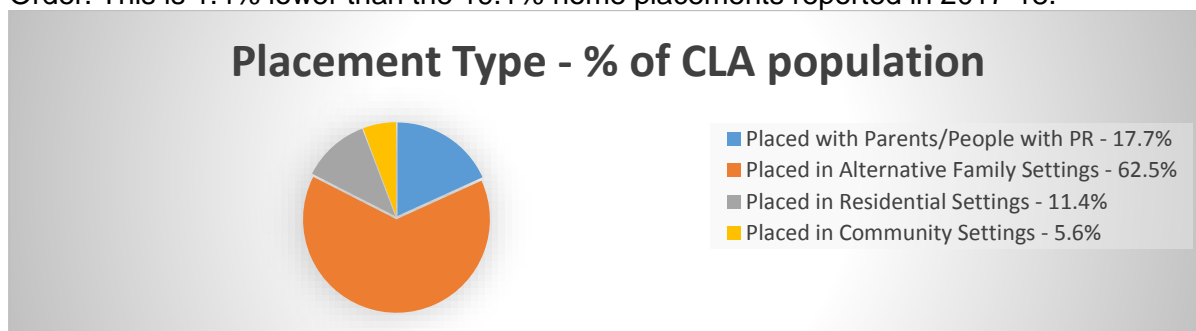
*Note: this data is subject to confirmation once the CIN census has been finalised.*

#### 4.1.2 Children Looked After Placed outside of Lancashire

There are a total of 473 children placed outside of the local authority area. This figure represents 22.2% of the CLA population, which is almost a 1% increase from the previous year. (March 2018: 21.4%).

#### 4.1.3 Placements of Children Looked After

Of the 2,128 CLA after by Lancashire County Council: 62.5% are placed within an alternate family setting (1,332 with foster carers, 52 with prospective adopters), which is a 1.5% decrease from the previous year (March 2018: 64%). 11.4% (243 children) are placed within residential settings, (including Lancashire's residential children's homes, external residential settings, residential schools, secure units, hospitals and prisons). 5.6% (121 children) are placed in other community settings such as supported accommodation projects, supported tenancies and supported lodgings. 17.7% (378 children) are placed with their own parent (or someone who has parental responsibility for them) either via a Care Order or Interim Care Order. This is 1.4% lower than the 19.1% home placements reported in 2017-18.

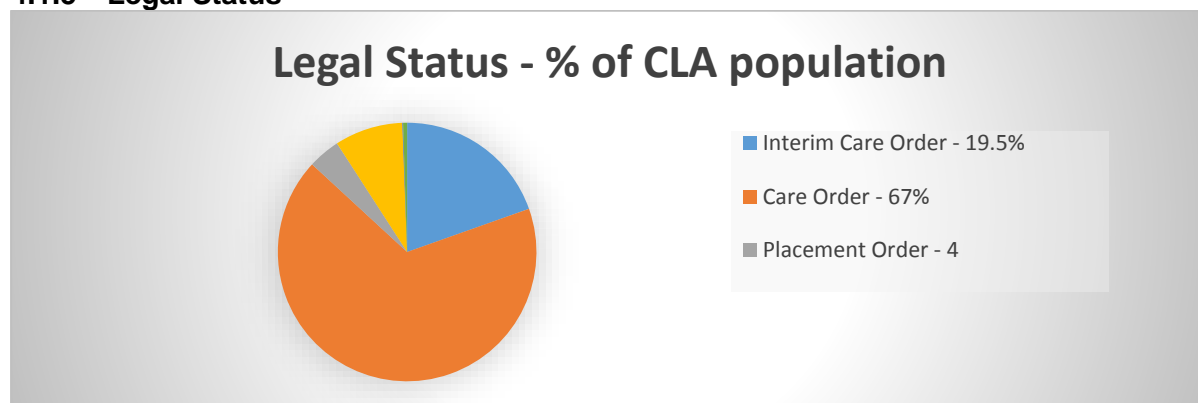


#### 4.1.4 Placement Stability

The percentage of children having three or more placements within 2018/19 was 8.8% compared with 7.9% in 2017-18. Performance is more effective than the regional (March 2018: 10%), national (March 2018: 10%) and statistical neighbours averages (March 2018: 9.8%).

The percentage of children living in the same placement for at least two years was 69.3% in 2018–19 compared to 73.7% in 2017–18. Performance is slightly lower than the regional average (March 2018: 71%) and statistical neighbours (March 2018: 71.4%) and the national average (March 2018: 70).

#### 4.1.5 Legal Status



During 2018/19, the proportion of children subject to Interim Care Orders has risen slightly, however, the proportion of children subject to Care Orders has remained the same and the proportion of children subject to Placement Orders and Section 20 Accommodation has decreased slightly compared to 2017/18.

#### 4.1.6 Achieving Permanence

Planning for permanence has continued to be a key area of development for the IRO service, with the aim of ensuring CLA have a plan for permanence by their second CLA review and if not, there are clear actions and timescales to achieve this. One of the key functions of the care plan is to ensure each child has a plan for permanence by the time of the second review. Permanence is the framework of emotional permanence (attachment), physical permanence (stability) and legal permanence – which gives a child a sense of security, continuity, commitment and identity.

This is being achieved and progressed in conjunction with the 'Permanence Action Plan' and 'Getting to Good Plan'. The first step was to clarify the definition of permanence so as a Local Authority we were clear about the definition and the difference between children having plans for permanence and plans of permanence. A template for CLA reviews for IRO's has been developed with guidance around permanence and what needs to be included in the review and decisions around achieving permanence. A permanence tracker has been developed so that we have a clear understanding of current performance and which children do not have a plan of permanence. This will enable IRO's and managers to track the progress and to ensure that there is no unnecessary delay. Work is ongoing around further improvements to the CLA review outcomes form to enable us to capture further data around permanence as currently some data has to be manually obtained. Permanence workshops have been provided to IRO's and CSC staff to ensure everyone has a clear and shared understanding of permanence and expectations.

In terms of current performance:

During 2018/2019 385 children and young people became looked after and had their 2<sup>nd</sup> review. Of these children and young people 277 had a permanence plan agreed at this 2<sup>nd</sup> review (72%). At this time, 360 (93.5%) have now got an agreed plan for permanence.

There are a few reasons for the figure for permanence being agreed at the 2<sup>nd</sup> review including some cases assessments were still being undertaken to determine the primary permanence plan. A large number of these were due to the outcomes form for children looked after reviews, asking the question around plans of permanence at the second review rather than a plan for permanence. This form is currently in the process of being amended so this can be recorded correctly, in addition Lancashire have produced a permanence policy which clearly defines what permanence is for children looked after.

There are a few reasons for this including some cases were and are still undergoing assessments to determine the primary permanence plan. A large number of these were due to the outcomes form for children looked after reviews, asking the question around plans of permanence at the second review rather than a plan for permanence. This form is currently in the process of being amended so this can be recorded correctly, in addition Lancashire have produced a permanence policy which clearly defines what permanence is for children looked after.

#### **4.1.7 Participation**

The majority of CLA either attend their review meeting or participate in the review process. Performance in relation to participation has risen from 99.1% during 2017-18 to 99.8% in 2018-19. Out of the Ni66 cohort of 2,025 CLA, (including children Under 4 who may be too young to participate in their review), 12 children did not participate in or contribute to their review.

The IRO service plays a key role in promoting the child's voice within their review processes. One of the tools used in Lancashire is the Mind of My Own application. During 2018/19 302 Mind of My Own statements were sent by children looked after or children in need of protection to share their views, make complaints, share good news or ask for support.

#### **4.1.8 Health Assessments**

The IRO service continue to review the health needs of CLA and whether they have had a health assessment. There has been an improvement in respect of performance in respect of the proportion of CLA with an up to date health assessment. Currently as of 31 March 2019 83.6% of CLA have an up to date health assessment (March 2017: 93%, March 2018: 77%). It should be noted that this figure does include 58 initial health assessments that haven't been completed yet but are within the statutory timescale.

Due to the concerns about performance in this area in 2018 and the need for this to continue to improve and be sustained, a health assessment redesign project was set up to address the issue. The project was established to improve health outcomes for children looked after and ensure that outcomes from health assessments, SDQs and special educational needs and disability are factors taken into account in multi-agency care planning. The work involved consultation with health leads, medical practitioners, children's social care, the IRO Service and business support.

The project started on 4th October 2018 and finished stage one with a findings report published in February 2019. A redesign workshop with colleagues from health and social care was held in March 2019 and the action plan is currently being implemented. Some interim improvements have already been agreed and put in place.

The IRO service will continue to monitor and review the health needs of children through the statutory reviews and case monitoring. It is essential that the IRO service challenges robustly regarding any delays in health assessments being completed and that the health needs of looked after children are reflecting in the care plan. The project has also examined the escalation process and this is being established so that services including IRO's can escalate any significant issues in a timely manner. Sent to Q&R managers re PR's for challenge

#### 4.1.9 Personal Education Plans

The proportion of children with an up to date Personal Education Plan (PEP) in 2018-19 has been stable in comparison with 2017-18 figures (March 2019: 77%, March 2018: 76.4%), however this is still too low. To improve the quality of PEPs the PEP template has been reviewed by all key stakeholders to ensure it is a more effective tool, with increased focus on pupil voice, health needs and aspirational targets.

IROs are required to track PEPs at each CLA review and to make review decisions regarding PEPs being completed where they are not up to date. This is part of the CLA Review template and guidance used by all IROs. IROs also consider PEPs within their case monitoring between reviews and are able to complete management alerts where they identify deficits. IROs review and monitor CLA attainment and progress within reviews to ensure that their educational needs are being met and they are making progress at expected levels. Where this is not happening IROs can make review decisions regarding additional support being considered, including the use of Personal Education Plan Support Allowance (PEPSA) funding. In cases where there are serious issues or deficits IROs can instigate Problem Resolution to ensure the issue is addressed in a timely manner. Q&R Managers also consider PEPs within monthly case sample audits to identify themes and trends in practice.

#### 4.2. Safeguarding

##### 4.2.1 Child Protection Plans Reviewed in Timescale (NI67) Sue

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Lancashire	94.3%	95.8%	97.8%	96.4%	94.0%	95.7 %
SN's	96.8%	96.3%	96.6 %	96.7 %	94.6 %	N/A
North West	96.1%	94.00%	94.5 %	93.0 %	90.8 %	N/A
England	94.6%	94.00%	93.7 %	92.2 %	90.5 %	N/A

There has been a slight improvement in performance in respect of review child protection conferences (RCPCs) held within timescale from 94% in 2017/18 to 95.7% 2018/19. This performance is better than statistical neighbours, North West and England for 2017/18.

This percentage equates to 40 children whose review conference was held outside statutory timescale from a total of 890 children's conferences (some conferences involve multiple children).

The 40 children's meetings that were late equates to 20 conferences over the year. The reasons for conferences being held outside of the statutory timescale include:

- Social worker availability (40%)

- Family availability (15%)
- The RCPC was not quorate (15%)
- IRO availability (15%)
- The social work report had not been completed (10%)
- Human Error, mis-calculation of dates (5%).

#### Locality Data:

**North:** 12 of the 20 meeting that were late were in the North of the County, this equates to **60%** of the meetings.

**East:** 7 of the 20 meetings that were late were in the East of the County, this equates to **35%** of the meetings

**Central:** 1 of the 20 meetings that was late was in the Central of the County, this equates to **5%** of the meetings.

#### 4.2.2 Percentage of children ceasing to be the subject of a child protection plan during the 12 month period who had been subject of a child protection plan for 2 years or more (NI64)

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Lancashire	3.7%	3.0%	3.6%	2.9 %	2.3%	4.0%
SN's	4.5%	4.9%	4.9 %	3.6%	3.6 %	N/A
England	4.5%	3.7%	3.8 %	3.4%	3.4 %	N/A
NW	4.5 %	3.7 %	3.7 %	3.1 %	3.8 %	N/A

The table illustrates a decrease in performance of children who are subject to child protection plans for more than 2 years that have now ceased. To break the figure down further 71 children were subject to a child protection plan for more than 2 years that were ceased during 2018/19. The information highlights that the majority of these cases were due to emotional abuse (46%) and neglect (39%), with physical abuse (6%), sexual abuse (3%) and multiple categories (6%).

#### Locality Data:

**East:** 42% of the plans were from the East.

**Central:** 39% of the plans were from Central.

**North:** 18% of the plans were from the North.

**Exploitation:** 1% of the plans were from the Exploitation Team.

In order to maintain and improve performance in this area the Quality and Review Managers will continue to provide targeted training to newly appointed IROs to ensure they understand their role in monitoring children subject to child protection plans and all child protection plans over 12months duration will continue to be reviewed individually within IRO supervision to ensure appropriate progression of the plan and reducing drift and delay. Child protection plans over a twelve month duration are also subject to review by the IRO and Team Manager.

#### 4.2.3 Percentage of children who become subject of a child protection plan at any time during the year who had previously been subject of a child protection plan regardless of how long ago (NI65) Sue

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Lancashire	12.6%	13.9%	17.9%	17.9 %	20.9 %	21.3 %

During 2018/19, 327 children on a CP plan had previously (at any time) been subject to a child protection plan. A number of factors may attribute to the rate of repeat plans: a change in the family's circumstances, meaning that a child became subject to a repeat child protection plan due to an unrelated safeguarding concern, children moving across local authority boundaries and the child protection plan perhaps being ceased prematurely with insufficient evidence of sustained change.

#### 4.2.4 Percentage of children who become subject of a child protection plan at any time during the year who had previously been subject of a child protection plan within the last 12 months Sue

Perhaps a more meaningful indication of how effectively risk is being managed is to consider the proportion of children made subject to a child protection plan for a second or subsequent time within twelve months of the previous plan being ceased. There has been a slight increase in performance against this indicator, from 6.2% in 2017/18 to 6% in 2018/19, this performance remains good.

### 5. Quality Assurance

The IRO service remains committed to improving the quality of practice and services to children and young people. It undertakes a range of quality assurance work to achieve best outcomes for the children and families they work with. This enables IROs to identify interventions that are effective and highlight good practice, as well as areas where practice does not meet the required standard.

The IRO service undertakes a variety of quality assurance activities for CLA and children in need of protection, including case file audits, Tier 2 audits, practice observations and the quality assurance of S47 enquiries where a child has suffered significant harm but is not judged to be at continuing risk of significant harm and a decision is therefore made not to hold an initial child protection conference.

Quality assurance is also undertaken through the Q&R Managers, Safeguarding Manager and Head of Service regularly shadowing IROs chairing child protection conferences and CLA reviews to observe their practice and to ensure consistency and quality across the service and highlighting areas for development.

Lancashire was re-inspected in June 2018 and there has been a continued focus on improving both quality and consistency across the service and for IRO's to challenge more effectively on SMART outcomes in line with OFSTED's recommendations. Lancashire's Getting to Good plan was launched in January 2019 which identified a number of key priorities for the service as highlighted below.

The service is focused and commitment to improving practice and completing timely case monitoring checks in between both CLA and CP review meetings is one part of the IRO role

that helps e support the monitoring of review decisions and plans ensuring that plans are implemented effectively and preventing drift and delay.

The service has developed more in depth management audits on cases and complete 35 per month as a service. This is to ensure that the IROs are effectively undertaking their role that their footprint is evident and challenge is used as required effectively evidencing improved outcomes for children and young people. The audit tool has been updated to ensure that the impact on outcomes for the child is clear and are graded in line with Ofsted judgement grading's. The service have only recently began receiving the analysis for these audits, therefore in 2019/2020 this will be used to inform ongoing improvement of practice, highlighting strengths and areas of development for the service.

### **5.1 IRO Feedback in Relation to the Quality of Practice**

IROs are provided with a wide range of opportunities to provide feedback on the quality of social work practice. This involves regular reflective supervision, team meetings, service development days and CSC/IRO cluster meetings. IRO's reported that the last annual report 2017/2018 was very informative and helpful for IRO's.

The IRO service remains fully staffed with permanent IROs who are able to develop meaningful relationships with the children they are working with. IROs feel they are able to visit children outside of the review process and get to know them as individuals and ensure their needs are being met effectively.

When areas of concern are raised IROs feel confident in challenging the Local Authority to ensure the outcomes for children are improved and their voice is strong and acknowledged. IROs feedback regarding the response to challenge is variable across the County with some areas welcoming the IRO challenge to assist in developing practice and ensuring timely resolution. This is not however consistent across the County with IROs in some areas expressing frustration regarding the lack of CSC response to advice and challenge. The IROs are also proactive in identifying good practice and raising this with the identified managers to positively support social workers in developing child centered practice.

The IROs report that the implementation of the risk sensible model is working to improve practice and provides a common language to analyse and understand risk to children. Again this is not consistent and further work is required to ensure this model is used appropriately and consistently across County. IRO's report specifically there is little progress with regards to IRO's being alerted when a child protection plan is created at the first core group. Further work is required to embed this into practice. A more strengths based approach focusing on the positive aspects of parenting and protective factors is currently being considered and developed.

It is the general feedback that areas of practice are improving however further work is required to ensure the quality of assessments, plans and chronologies and that the child's voice and lived experience is consistently captured and responded to. The IRO role in achieving this a priority for the service. It is acknowledged that there is also a need for improving analysis within assessments. This is replicated in audit findings and is being addressed as part of the actions within Lancashire's getting to good plan, joint CSC / IRO training sessions have commenced to assist in achieving this.

IRO's have reported the benefits of being assigned as working in one specific area of the county advising that they feel this supports them building relationships and communication with Children Social Care, other professionals and knowledge of local services which supports towards achieving better outcomes for the children and young people.



IRO's report that permanence and life story work need to be prioritised and have advised that despite Permanence Panels being in place there continue to be delays in presenting children to panel. The IRO induction pack was updated in January 2019 and changes were made to the CLA review template and template guidance to ensure that IRO's consider the need for life story work at a child's initial and subsequent CLA reviews. The implementation of the permanence tracker which is reviewed by Q&R managers and IROs during monthly supervisions will support in preventing any drift or delay regarding permanence.

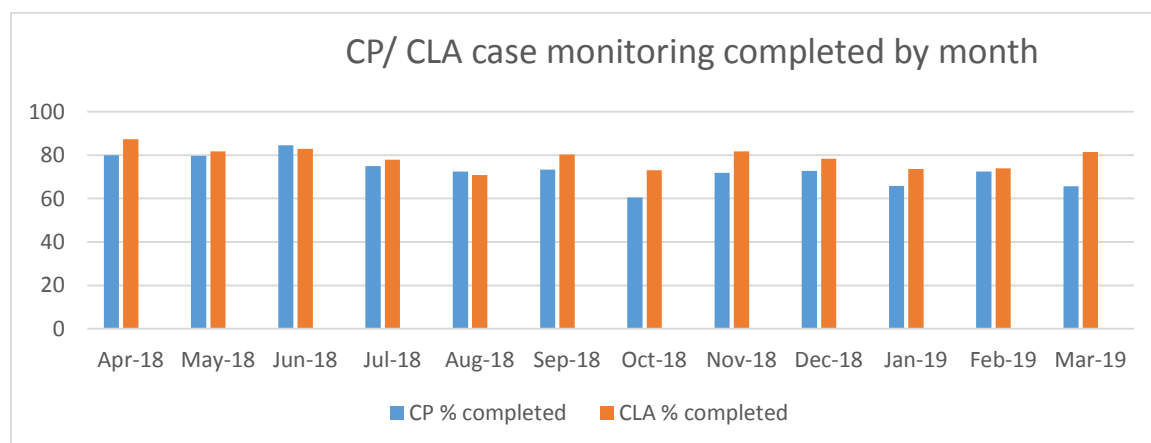
IRO's have reported inconsistencies across county in relation to the quality and completion of CLA Reviews reports and Care Plans. Unfortunately consultation documents are still not being used consistently with children and young people prior to reviews and conferences. This issue has been highlighted at cluster meetings across the county between IRO's, Q&R managers and CSC managers and the CLA invite process has been updated in March 2019 to ensure that consultation documents are being distributed.

IRO's have report in East Lancashire increased joint working / consultation between IROs and CSC Managers particularly in complex cases, long standing CP and CLA in care proceedings. The problem resolution figures reflect this and there are less formal challenges in areas where IROs report good communication and responses between CSC and the IRO Service and timely resolution when concerns are escalated.

It is reported in some areas that a more stable workforce in CSC and Management is assisting in improving practice and consistency for young people and communication with the service. This, again however is variable across the County and in some areas concerns continue to be expressed regarding the high levels of changes in allocated social workers for children resulting in delay and inconsistency for children and their families.

IRO's have reported that they feel the Q&R management team are both approachable and supportive.

## 5.2 IRO Footprint and Case Monitoring



Over the last 12 months the IRO service has consistently developed the case monitoring between reviews and embedded this in practice. The purpose of this is to ensure that IROs have oversight of the progression of the child's care plan / child protection plan between reviews to prevent drift and delay.

The above chart demonstrates the percentage of case monitoring completed in-between reviews, for both CP and CLA, There is a consistently high standard of case monitoring completed, with the highest months being June 2018 for CP, 84.6% cases had a case monitoring completed and for CLA April 2018 was the highest month with 87.3% of cases having a case monitoring completed.



There are many reasons why there will not be 100% of case monitoring completed in between reviews. This can be due to the IRO evidencing their oversight in other ways, such as visits to CLA children, attendance and involvement in case management meetings or short review periods.

The case monitoring between reviews is also an area within the IRO supervision audits. This ensures that there is some consistency to how these are completed across the county. There is now a focus on developing the quality of case monitoring to ensure these do ensure the progression of the plan in place and effective in reducing drift and delay.

### 5.3 Case File Audits

In the last year 420 Tier 2 audits have been completed with cases selected from each of the three locality footprints. Of these 38% (159) were allocated to IROs and Q&R Managers.

Cases with IRO involvement include CP & CLA, this equates to 63% of the total number of audits. These Tier 2 audits ask specific questions that offer a qualitative insight into the oversight and challenge of IROs.

The section of the audit relating to the quality of IRO oversight found that 92% (259 responses) rated IRO practice as requires improvement or good.

Good	Req. Improvement	Inadequate
167	92	21

*NB: This is not a direct judgement of IRO footprint*

When asked about the quality of IRO challenge, 93% (211 responses) found that IRO practice fell between requires improvement and good.

Good	Req. Improvement	Inadequate
119	92	14

Q&R Managers also complete case sample audits in relation to IRO practice. In 2018/19 277 case sample audits were completed. Out of these audits 97% (268) were graded as good or requires improvement.

Good	Req. Improvement	Inadequate
129	139	9

### 5.4 IRO Quality Assurance of Section 47 (S47) Enquiries

IROs undertake the quality assurance of S47 enquiries where a child has suffered significant harm and the decision has been made not to hold an ICPC. The aim of this check is to ensure that risk is being appropriately managed and child protection conferences are held to consider the risk to children when required. If there is disagreement about the decision not to proceed to conference, this is escalated via the problem resolution process.

The IRO service continue to embed this requirement in practice and have reinforced this through CSC weekly briefs and through discussion at the IRO/locality quarterly liaison

meetings. The monthly performance report completed in relation to the quality assurance of Section 47 enquiries continues to be shared with the Heads of Service.

The feasibility of incorporating this the timescale for implementation. This is a welcomed update to the process as it will ensure that all required audits are completed as the Section 47 document will not be able to conclude without the audit being completed.

## **5.5 Themes arising from Practice Observations**

Q and R managers, Safeguarding Manager and Head of Service continue to undertake practice observations of CLA reviews and Child Protection conferences to ensure consistency and quality of practice across the service. The following findings are from practice observations undertaken:

### **5.5.1 Strengths**

- IROs have a good understanding of the child's case and the child's journey.
- IROs build positive relationships with children through completing pre-meeting visits, and children and young people are confident in sharing their views with their IRO.
- There is an improved consistency in the management of child protection conferences by IRO's.
- There has been an increased focus on consideration for Family Group Conference at ICPC's and as part of the Child Protection plan.
- IROs have a wealth of knowledge and experience in relation to both safeguarding and children looked after.
- IROs meet with parents prior to child protection conferences and support and encourage their participation in the meeting and this is evidenced within the conference minutes.
- IROs adjourn conferences and CLA reviews appropriately and when required.
- There is increased focus in relation to reviewing the child protection plan and progress made in review child protection conferences.
- IROs are clear in reflecting the voice of the child and the child's wishes and feelings in CLA reviews and ensuring review decisions reflect these.
- There is increased evidence of IRO's gaining reasoning for professional's decision making during conferences.
- There is evidence of the Risk Sensible Model being embedded in conferences.
- There is evidence of IRO challenge in ensuring the child protection plan is progressed.
- There is evidence of thorough preparation by the IRO's prior to conferences and CLA reviews and IRO's ensure that parents and young people are fully prepared for the conference / review and participate appropriately.
- There has been improved understanding of permanence and improved challenge by IROs at CLA reviews where the plan for permanence is not clear or being progressed.

### **5.5.2 Areas for Development**

- Improving the quality of child protection plans and ensure that they are SMART and consider contingency planning within child protection conferences.
- Improve the quality and review of Children Looked After care plans.
- Ensuring the child's voice and lived experience is evident in and reflected on in child protection conferences.
- Improve the consistency and timeliness of IRO challenge in the review and conference process, focusing on improving outcomes for the child.
- IROs to ensure the pre meeting social worker report for CLA reviews is of a good quality.
- Improve IRO oversight of the Child Protection plan following the first core group and ensure these plans are developed in line with the risk sensible model and are SMART, including strengths and outcome focussed and challenge occurs when required.

- Encourage, where appropriate the attendance of children at child protection conferences and promote their participation.
- Ensure consultation documents and participation tools are used effectively to ensure views are clear within meetings in respect of child protection conferences and CLA reviews.

All managers within the service from Q&R manager to Head of Service will be completing a minimum of one live observation of a Child Protection conference or CLA review each month. Direct feedback from the observations will be given to IRO and will incorporate strengths as well as areas for development. The findings from the observations will be collated and analysed by Q&R managers to support with the improvement of quality and consistency of practice across the service.

## **5.6 Audit of Multi-Agency Attendance at Child Protection Conferences**

On average 234 child protection conferences are held each month, this is a slight increase from last year (226). Monthly reports are used to monitor attendance of agencies, parents and children/young people at ICPC/RCPCs.

### **Key Themes**

After CSC, education (schools and early years) are the most consistent attenders at both ICPCs/RCPCs, with health visitors and school nurses also being consistent attenders. Attendance by non-statutory agencies continues to be inconsistent.

Over the last 12 months a further audit was completed in relation to agency participation at conferences to determine when agencies were invited and the numbers of these who did not attend or send a report. Overall findings in relation to this are detailed below:

During the period April 2018 – March 2019 the following professionals were invited as it was felt that their attendance was necessary at the conference, however did not attend or send a report:

- 66 GPs.
- 44 health visitors / school nurses / midwives.
- 17 school representatives.
- 6 mental health practitioners.
- 8 nursery workers.
- 1 MASH / PPU workers.
- 4 probation workers.
- 4 social worker
- 8 family support worker

Appropriate multi-agency attendance at conferences is required when making decisions around threshold as vital information could be missing from key agencies involved with the family which could impact upon decision making. Continued work needs to be undertaken, particularly with health professionals and schools regarding this and LSCB training can be accessed regarding participation at CP conferences.

In addition to multi-agency attendance at conferences, it is essential that young people and their families fully participate within the conference process and that the voice and views of the child are clearly evident within the conference.

During the 2018/2019 there were 2811 conferences compared to (2488 2017/2018).

From these conferences:

- 86 consultation forms were completed with young people prior to conference (81 last year).
- 184 children/young people physically attended and participated in the conference (209 last year).
- 779 young people did not attend, but their views were expressed (846 last year).
- 130 young people did not attend and their views were not available (79 last year).

Although it is positive that some children/young people are choosing to attend the conference and many are expressing their views this has decreased slightly over the last 12 months. Further work is still required in relation to the completion of consultation forms and ensuring that the views of all children are available to the conference and that IROs ensure that this information is shared in conference. It is anticipated that this should significantly improve once Participation Champions are identified and a Participation Steering Group is established.

## **5.7 Feedback from Parent/Carer Questionnaires**

During previous years parents and carers who attend conferences have been encouraged to complete a feedback questionnaire following the conference. The purpose of the questionnaire is to give parents/carers the opportunity to provide feedback on their experience of the child protection process and for this information to be used to improve and develop service delivery. In 2017/18 there was a reduction in the number of feedback reports being completed and returned. Due to the low returns, the process was reviewed regarding how increased returns and improved feedback could be obtained.

It was agreed that the following actions would be taken:

1. To explore how we could improve the method of obtaining feedback, by using technology / SMS feedback system – Unfortunately the required technology is not currently available to seek feedback by an SMS system and alternative electronic solutions are continuing to be considered to enhance the feedback process for families.
2. A targeted pilot over a four week period, using a different method to obtain feedback. Parents would be requested to fill in the questionnaire directly following the conference, rather than taking the questionnaire home to complete and return in a prepaid envelope (it must be noted this option was available if felt appropriate or requested).

The pilot as detailed in point 2 above, took place for 4 weeks from 4 - 29 March 2019. During the 4 week period a total of 248 ICPC's and RCPC's took place and from these meetings a total of 148 questionnaires were completed. This equates to a 62% return, this is a large increase from last year 2017/18 when the return over the year equated to 2.1%. The method applied during the 4 week pilot has therefore been successful in terms of increasing the number of feedback forms completed. From the 148 questionnaires returned 58 related to initial conferences and 90 related to review conferences.

### **5.7.1 Parent/Carer Feedback from Initial Child Protection Conferences**

Of the 58 questionnaires returned that related to ICPC's, 49 (84%) indicated they had seen the social workers report 48 hours before the conference. This is an increase from the previous year (72%) which is a positive improvement. From those that didn't receive the reports 48 hours before the conference, 6 reported receiving them the day before conference, one reported receiving it the evening before the conference. In terms of professionals reports, out of the 58 questionnaires returned 33 (43%) reported that they had received these reports prior to conference, this again is an improvement on last year's figures which was 5.5%.

The majority of participant feedback was positive in terms of how they felt they were prepared for the conference and that they felt they could express their views and ask questions in the conference. Furthermore, 57 (98%) of parents/carers reported that they met with the IRO prior to conference and all 58 (100%) of the parents/carers reported that they were able to express their views and ask questions at the conference. Furthermore 100% of parent/carers reported that they understood why professionals were concerned, which is an increase from last year when the figure of 83.3%.

### **5.7.2 Parent/Carer Feedback from Review Child Protection Conferences**

There were 90 questionnaires returned for RCPC's, of these 64 (71%) participants reported they had seen the social workers report at least 48 hours prior to the review conference. Two participants said they had only received the report prior to the conference and one reported it was the evening before the conference. This is an improvement from 2017/18 when 55% of participants reported they had received the social workers report 24 hours prior to conference. 41 (46%) of the participants indicated they had seen the reports of other professionals prior to the review conference, again this has improved since 2017/18 when the figure was 35%.

A high proportion of participants, 82 (91%), reported that they were invited to attend core group meetings. 80 (88.8%) reported that they had been given a copy of the child protection plan and understood what was expected within the child protection plan. One parent reported that they were unsure about whether they understood the child protection plan, the same parent/carer also reported not receiving the conference report until the morning of the conference, this could support the view that parents/carer who receives the report in a timely manner and have time to understand the issues and are fully prepared for the conference are more likely to understand what the expectations are within the child protection plan. This highlights the importance of ensuring parents/carers are prepared for conferences.

As with the ICPC's a high proportion of participants reported that the review was well managed and that they had the opportunity to express their views and ask questions within the conference. Only 2 out of the 90 participants reported that they never had the opportunity to express their views or ask questions, however those two parents did say they understood why professionals were concerned. A high proportion (84%) reported that they understood why professionals were concerned, which is positive, as parents/carers that understand the concerns are more likely to engage with the plan which will hopefully lead to improved outcomes for children.

Parents/carers were asked to comment and provide feedback on things that went well and things that could be done better. Responses included:

- 'I felt supported throughout the meeting as I attended on my own. I'd like to thank the staff for that.'
- 'Happy with conference and decision'
- 'It was an emotional meeting'
- 'You've all been brilliant all the way through'
- Mother – 'doesn't want a six month review period and feels this could be managed on a Child in Need Plan'
- Mother – 'we are not just a case number and are a family and this has destroyed us'
- One parent expressed concerns about professionals not doing their job due to an issue which had led to a parent not being invited to core groups.
- 'I feel it is a waste of time as there are others that need the help more.'
- 'I think what went well is IRO enforcing what support is needed and stressing around consistency of contact with dad and what is needed around this. Glad that the IRO went through this.'
- 'Happy how things have gone'

### 5.7.3 Analysis of Feedback

It is a positive that there has been improvements in the majority of areas covered in the feedback questionnaire. It highlights that where parents/carers have reports shared with them in a timely manner and have the opportunity to be prepared for conference and time to absorb the information, they will be far more likely to be able to share their views and ask questions within the conference. It is also positive that IRO's have met with parents prior to all conferences, except in a few cases, where the parents were given the opportunity but didn't feel it was needed. Again this will assist in parents understanding the process, ensuring they feel prepared and provides them with the opportunity to ask any questions regarding the conference that may cause them concern or worry. If parents/carers are fully prepared they are more likely to be able to fully participate in the conference and ultimately more likely to understand the concerns and why a child protection plan may be required. This will lead to a plan that parents understand and have ownership of which will ultimately impact on improving outcomes for children and young people. The feedback is positive as last year feedback from parents/carers was that they wanted to be better prepared for conferences and this year's feedback confirms that in general this has occurred.

These improvements have been supported by;

- Continuing to raise the issues at cluster meetings, which is a joint liaison meeting between social care and the IRO service
- Increasing observations of conferences
- IRO's preparation for conferences and ensuring that social workers understand the need to share reports in a timely manner
- A stable workforce within the IRO
- IRO guidance when completing CP conferences

There are still areas for improvements and it is not acceptable for parents/carers not receive conference reports in a timely manner so they are fully prepared for the conference and have the opportunity to ask questions. In many of these cases the IRO adjourns the conference. As one parent said it can be a very emotional meeting and we need to ensure all parent/carer/young people are fully prepared. The other area that requires further improvement is the sharing of agency reports – this will continue to be raised with the relevant agencies.

We will continue to progress the review of how we obtain parent/carer feedback, in terms of the possible options for utilizing technology. Given the success of the pilot in obtaining more feedback we will complete this bi-annually as the evidence has shown this method has been more effective.

### 5.7.4 Appeals

The Lancashire Safeguarding Children Board (LSCB) procedure for appeals against decisions of a child protection conference identifies that there are three circumstances in which an appeal can be made:

- I. That the child protection conference has not been run properly and in accordance with the Lancashire Safeguarding Children Procedures.
- II. That the wrong decision has been made in relation to making your child subject to a Child Protection Plan.

- III. That the plans made at a Child Protection Conference are not in the best interests of the child/children.

During 2018/2019, there were 4 appeals a reduction from 10 in both 2017-18 and 2016-17, of these only 1 was upheld, again a reduction from 2 in 2017-18 and 7 in 2016-17. This again evidences improved compliance with procedures as previously significant number of appeals were upheld due to procedures not being followed. During 2018/2019 there have been no appeals upheld due to procedures not being followed. The one appeal that was upheld was due to key professionals not being present at ICPC therefore significant information missing.

## **6. Good Practice & Problem Resolution**

### **6.1 Good Practice**

There have been many examples during this year of the positive impact the IRO role is having in improving outcomes for children/young people.

#### **Example 1**

Young person was initially accommodated in July 2017 due to parent's being unable to manage her challenging and volatile behaviours, she had also been assessed as a high risk of CSE, had a history of cannabis misuse, poor mental health and had not accessed any form of education for a significant time. The young person had become physically and verbally abusive during one of her previous CLA reviews and didn't want to engage. During a subsequent IRO visit, the young person advised her IRO that she becomes agitated during her CLA reviews because she feels that people are judging her; that agencies are making decisions about her without taking into account her wishes and feelings and this makes her feel that she is not being listened to and that her views are not important. The IRO asked the young person if she would like to chair her own review, this would enable her to ask agencies questions that were important to her. The IRO agreed with the young person to visit her prior to her review to devise an agenda together. This visit was led by the young person with the IRO offering suggestions and offering reassurance that she would be supported during the review when needed. At the CLA review the young person had written up the agenda in more detail and the IRO praised her on how well she had worked on this. The young person asked questions about care proceedings; her care plan; contact with her parents and asked her social worker when her pathway plan would be updated – requesting that the pathway plan was updated with her in attendance. The young person's engagement during the review was exemplary and the action of the IRO ensured that the young person felt fully part of the decision making, which she appreciated.

#### **Example 2**

Young person became looked after as a result of his parents not being able to meet his needs due to their drug use and father's transient and criminal lifestyle. The young person has a range of complex health needs which have recently been diagnosed as life limiting, which the family are coming to terms with. Following his CLA Review a nurse from Royal Preston Hospital approached the IRO to compliment and thank her for chairing the meeting in an effective and child focused manner. She particularly complimented the IRO on how she brought the young person's wishes and feelings and emotional needs into the review. For the young person this was particularly crucial as he is an unwell child, whose communication and understanding of his status and health is limited.

#### **Example 3**

Email sent from a young person to her IRO

*'Hi. We haven't spoken in a while and I'm doing well and I have finally found my dad after all the years looking. I'm just emailing you because when I was in secure as you know a lot of my property went missing and I was told I was able to put in a compensation claim I think me and you spoke about it. I was wondering if you could email my chronology and contact details of the solicitor.*

*I also wanted to thank you for everything you have done for me you was there for me before other professionals and have gotten me through a lot. The children in your case are very lucky to have an IRO like you. You truly were amazing. And also thanks for sticking by me when I was a nightmare unlike other social workers.'*

## **6.2 Problem Resolution Processes**

### **6.2.1 Use of the Problem Resolution Process for Children Looked After and Children Subject to Child Protection Plans**

In November 2017 the Problem Resolution (PR) and Management Alert (ma) processes were integrated into LCS and during 2018-19 this process has been fully embedded into IRO practice. This has allowed for increased tracking and reporting of data allowing improved data analysis and increased evidence on the child's file, of the effect and impact of IRO challenge in improving outcomes for children and young people. IROs continue to have a high level of liaison with social workers and CSC managers in an attempt to resolve any issues informally. This is now evidenced on the newly created IRO challenge case note. If this is unsuccessful, or the IRO feels that the matter is serious enough, then a PR or MA will be initiated and reassigned to the level of management in CSC the IRO feels appropriate.

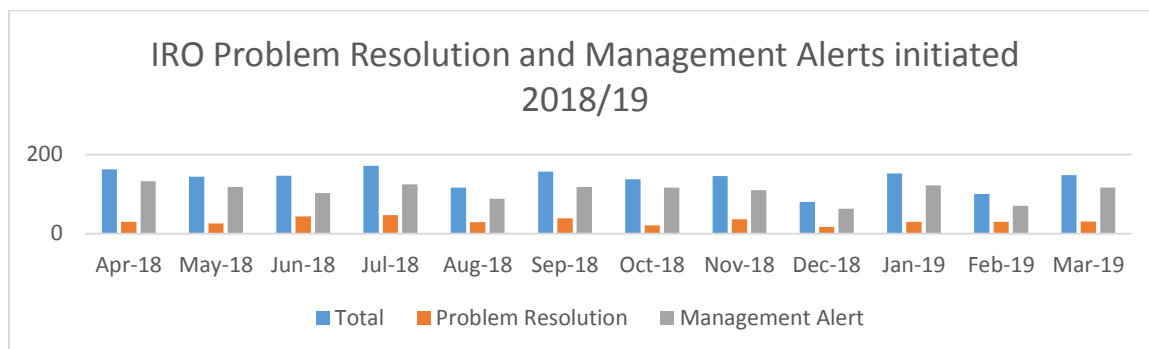
IRO MA's are initiated by IROs to alert CSC management of recording deficits on a child's file. These are recorded under 4 categories; 1: CLA review not recorded, 2: Statutory visits not recorded, 3: Pathway Plan not recorded or 4: Multiple / other recorded deficit. It is the responsibility of CSC management to ensure that these highlighted actions are completed. Weekly reports are produced for SMT to highlight the numbers of MA's initiated, reasons and districts and numbers of outstanding MA's.

IRO PR's are initiated by IROs to challenge any area of concern in respect of the implementation of the child's care plan / child protection plan or concerns regarding practice on the case. Problem Resolutions are initiated under the following categories; 1: Compliance, 2: Practice Issues; 3: Implementation of the child's care plan / child protection plan, 4: Resource issues. These are tracked on a weekly basis and a weekly update is provided to SMT on those PRs which are outstanding for over 4 weeks.

In total 421 PR's and 1284 MA's have been initiated by IROs in 2018/19, in total 1705 IRO challenges. This is a significant increase of 222% in comparison to a total of 767 IRO challenges recorded in 2017/2018. Weekly data reports are produced which highlight all PR's and MA's initiated that week and all outstanding challenges. In addition more recently a weekly report analysing this data, regarding themes, districts, and highlighting details of all outstanding PR's and MA's over 4 weeks is produced and shared with management within CSC and SIA. This has significantly reduced the numbers of outstanding PR's and MA's over 4 weeks. Evidencing the effectiveness of IRO in improving outcomes for children and young people is a significant part of Lancashire's Getting to Good Plan and Permanence Action plan discussed in more detail below.

The below chart illustrates the numbers of problem resolutions and management alerts initiated during 2018/19.





It can be seen that the numbers of PRs and MA's initiated throughout the year has been relatively constant, there is a dip in holiday periods ie, August and Christmas which can be expected.

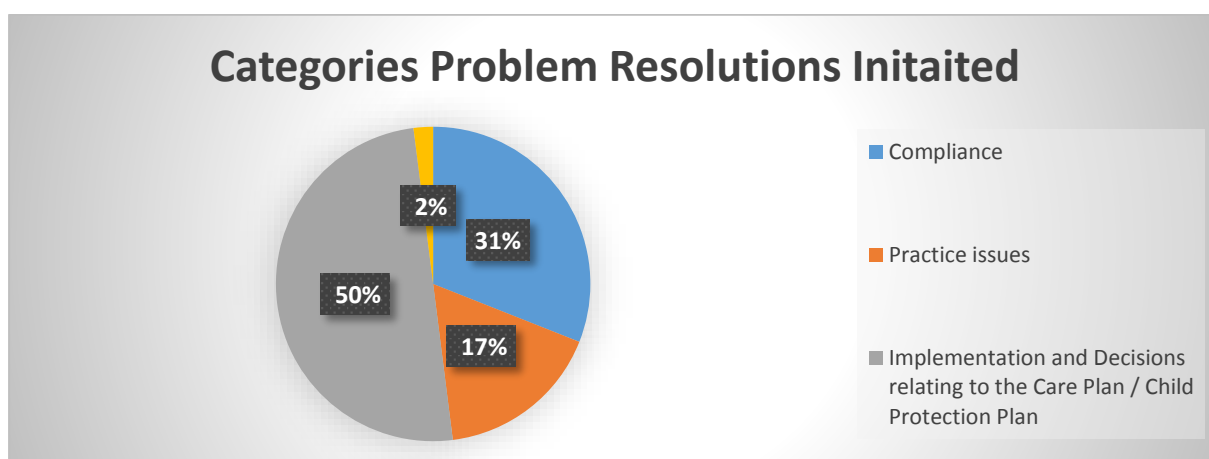
In respect of CLA and CP cases there has been 299 PR's in respect of CLA in comparison to 122 in respect of children subject to a CP plan and in respect of MA's there were 828 initiated in respect of CLA and 456 initiated in respect of children subject to a CP plan. In total IRO challenges have been initiated in 66% cases in respect of CLA and 34% in respect of children subject to a CP plan. This breakdown is similar to that of 2017/18 and are reflective of the greater numbers of CLA in Lancashire than children subject to a CP plan and also in respect of the IROs responsibilities in respect of CLA highlighted in the IRO Handbook.

### 6.2.2 Aims of the Problem Resolution Protocol

The aims of the problem resolution remain unchanged to assist in improving outcomes for children and young people who are looked after and subject to a child protection plan and to challenge concerns regarding poor practice. The challenge from the IRO Service is evidencing the impact that this has in improving outcomes for children and young people which is the focus during 2019/20.

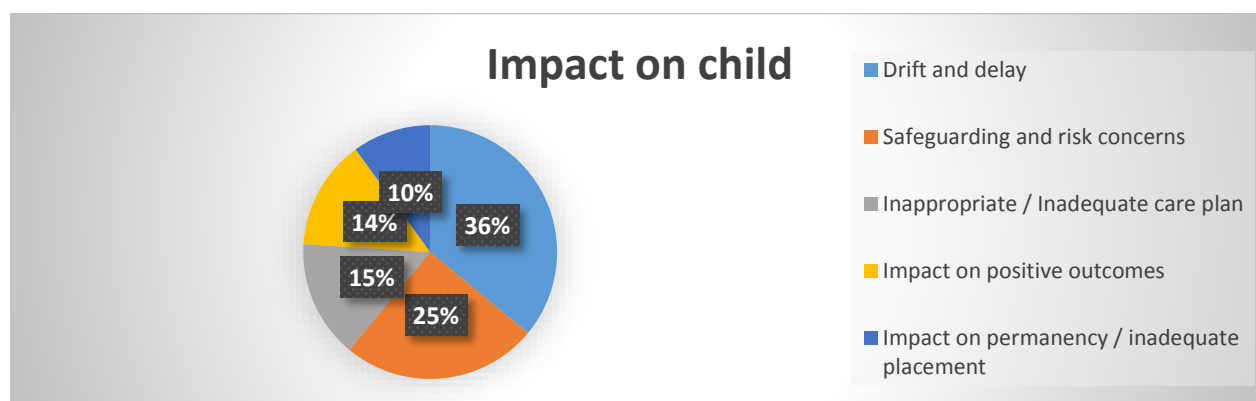
- Ensure the IRO service undertakes regular consistent oversight of practice and care planning in children's cases.
- Evidence the impact and difference IRO involvement has made to children's lives and in improving outcomes for children and young people.
- To highlight practice themes and support effective ways of organisational learning from this.
- To ensure that children receive a good quality service and that their needs are met.

The IRO service is committed to improving outcomes for CLA and children subject to a CP plan in Lancashire.



There has been an increase in PR's initiated in respect of the implementation and decisions relating to the care plan / child protection plan which account for 50% of the PR's initiated, this is in comparison to 21% of PR's initiated in respect of the same area in 2017/2018. There remains 31% of PRs initiated due to compliance issues which is of concern as these are generally initiated following a MA not being resolved. These figures however do reflect the success of the PR/MA process and splitting these processes so IRO's can focus more on issues pertaining to children's care plans.

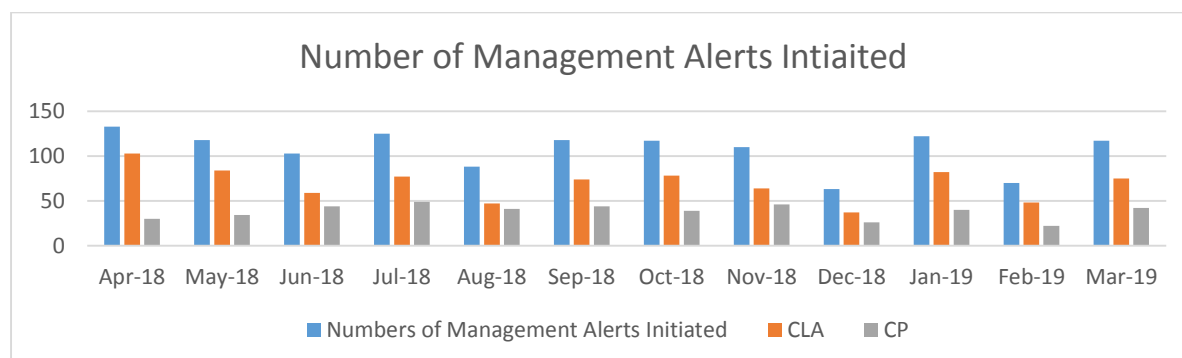
Problem resolutions initiated highlight the IRO's concern regarding the impact on the child should the issue not be resolved. These are classified under the following categories; delay and drift, risk and safeguarding concerns, inappropriate or inadequate care plan, inappropriate placement or impact on permanency and detrimental impact on achieving positive outcomes for the child.



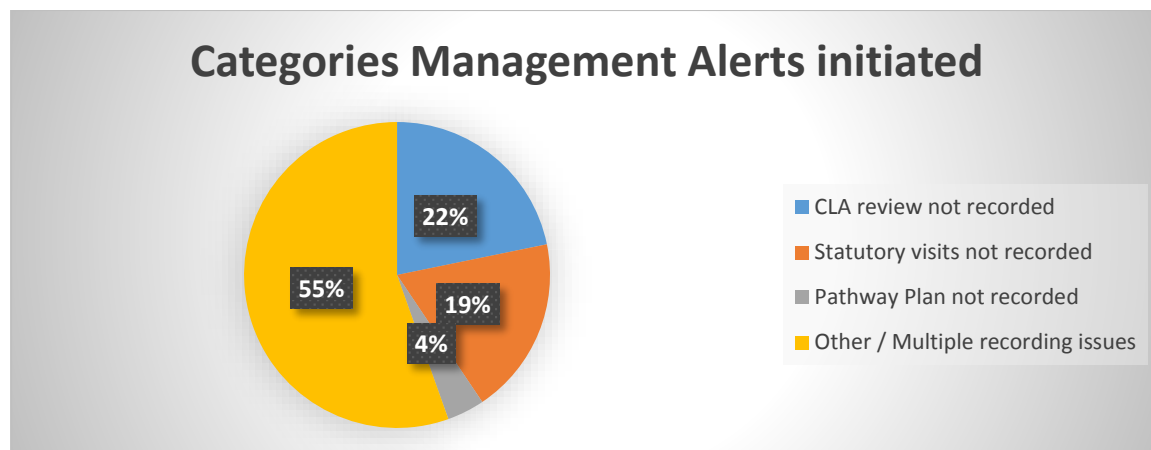
It can be seen from above chart that the IROs have raised significant concerns regarding drift and delay for some children which accounts for 36% of the PR's initiated, although high this is a reduction from 59% the previous year. These primarily relate to where there is delay in the implementation of the child's care plan or child protection plan and delay in initiating care proceedings or in initiating discharge of care orders.

Another large area of IRO challenge relates to concern about the risk/safeguarding concerns. These have primarily been initiated when the IRO has been concerned that the child's care plan/child protection plan is not being effective in adequately reducing the risk to the child or plans are not being implemented effectively and the risk is not being managed appropriately.

Management alerts are initiated by IROs to alert CSC management to recording deficits on a child's file on LCS. It is the responsibility of the CSC to ensure these are completed. As above identifies some of these have had to be escalated to PR's when not completed. These are categorised under the following classifications: CLA review report not recorded, statutory visits not recorded, Pathway Plan not recorded and other / multiple LCS recording issues. Other recording issues include PEP / core groups and care planning minutes.



It can be seen that the numbers of MA's initiated by the IRO service has remained relatively consistent throughout the year. The high number of MA's being initiated is a concern to the IRO service and highlights the significant role of IROs in Lancashire in achieving statutory compliance. In this respect the IRO service continue to evidence challenge when statutory responsibilities are not being fulfilled by CSC which is essential in achieving good practice and therefore more positive outcomes for the child.



Statutory compliance remains a significant concern particularly in relation to the completion of CLA review reports and recording of statutory visits. It can be seen that the largest area relates to multiple / other recording issues. It is fed back from the IRO service that compliance / recording issues are rarely seen in isolation on a child's file and if there are compliance concerns this relates to several areas. Data in respect of outstanding MA's is received by management on a weekly basis and a weekly reports highlights those areas where there are management alerts outstanding over 4 weeks.

Weekly data regarding outstanding PR's has allowed for increased management oversight and escalation if required to ensure the matter is concluded in a timely manner. At the time of writing there is currently no PR's outstanding over 4 weeks, evidencing that the PR's being resolved in a timely manner. .

The IRO will initiate and escalate PR's to the level of management within social care as felt appropriate. This year in respect of the level at which PR's were resolved; Practice Manager – 69%, Team Manager – 21%, Senior Manager – 9% and Head of Service – 1%. This demonstrates that IROs resolve the majority of PR's at Practice Manager and Team manager level however IROs escalate when felt required to Senior Managers and Head of Service.

### 6.2.3 Analysis of Findings

These are some of the themes arising from Problem Resolutions initiated by IROs:

- Delay in initiating care proceedings – cases in which the IRO is concerned that the CP plan is not being effective and the child is at risk of significant harm, or challenging delay when it has been agreed that care proceedings are to be initiated but delay in producing initiating statement.
- Delay in applying for discharge of Care Orders – IROs have had significant oversight of all home placement agreements over this year and are reviewed monthly in supervision to ensure that they remain appropriate and for challenge to be initiated if it is felt that there is delay in initiating discharge proceedings.
- Failure to implement aspects of a child's care plan – examples of this have been therapeutic input, appropriate education provision, life story work, appropriate contact arrangements, care plan not meeting child's needs.

- Failure to implement an aspect of the child protection plan – examples of this include; direct work with child or family members, agreed home visit scheduled, delay in assessments, concerns regarding risk not being managed appropriately.
- Delay in achieving permanence for the child – delay in presentation at permanence panel, delay in assessment, delay in finding long term placement for a child.
- Concerns regarding lack of pathway planning and transition planning for young people or inappropriate pathway plan.
- Placement concerns – delay in addressing issues in placement / placement not meeting the child's needs.
- Concerns regarding contact arrangements – inappropriate contact arrangements / lack of contact planning / failure to adhere to Final Order in respect of contact / child's voice not being given consideration in respect of contact arrangements.
- Inappropriate / lack of educational provision for child

This evidences the range of issues and concerns that the IRO Service continue to challenge in order to improve outcomes for children and young people and to ensure that their care plan is appropriate.

The PR and MA process is fully embedded within the IRO service. Weekly and monthly data is provided which allows for increased tracking and timely completion of PR's to assist in preventing any further drift and delay for the child. The responsibility for ensuring PR's are progressed in a timely manner lies with the IRO and their manager. Problem resolution is a standing agenda item in IRO supervision, providing an opportunity for IROs to discuss any issues, look at all outstanding PR's and MA's and where appropriate for the manager to escalate if required. A weekly report is produced for SMT which identifies the PR's initiated that week and reasons for them and update on any PR's currently over 4 weeks.

The following case examples illustrate how the IRO has used the PR process to improve outcomes for children and young people during 2018/19:

### **Example 1**

Two siblings age 6 and 8 years old. Foster carers gave notice in respect of the older sibling. Sibling assessment occurred and CSC plan was to find an alternative placement for the older child and for the younger sibling to remain in current placement. The IRO challenged the sibling assessment and the decision to separate the siblings. The IRO did not feel that this was in the children's best interests, taking into account that the children's mother was deceased, their birth father had significant illness and they have no other birth family contact. CSC decision was made as the assessment expressed concern that the younger sibling was frightened of her older sibling. The IRO's focus was on improving this relationship and felt that the behaviours of the child were a reflection of the lack of skills of the carers to manage the behaviours. The IRO requested a case management meeting which she attended and was chaired by a CSC senior manager. The conclusion of the meeting was that the siblings should remain together and a long term placement was subsequently found for the siblings. Successful bridging occurred and the children remain settled in this placement which is currently some 8 months later.

### **Example 2**

Young person aged 13 and previously been subject to Placement Order. The IRO was concerned regarding drift and delay in respect of life story work for the young person, including informing him of siblings that he was not aware of, and progression of direct contact with parents which had not occurred. There were differing views of professionals and carers in regards of progressing this situation and the IRO appropriately remained focussed on the needs and rights of the young person and escalated challenge on the case to the senior

manager. A plan of completing life story work and progressing direct contact with parents was agreed and currently being implemented. The young person has now had life story work completed and this has been positive for the young person and plans are in place for the progression of contact and IRO oversight continues to be evident on the child's file to ensure implementation of the agreed plan.

#### **6.2.4 Future Developments**

OFSTED have inspected Lancashire during 2018/2019 and although no longer inadequate the report raised specific areas of development for the IRO Service. These have been incorporated into Lancashire's Getting to Good Plan in January 2019 and is the current focus of the service.

The main focus is to:

- IRO challenge needs to evidence improved outcomes
- Ensure IRO challenge prevents drift and delay of care plans
- IRO's to ensure a plan for Permanence at the 2<sup>nd</sup> review which is then monitored and progressed during subsequent reviews.

There is a plan in place to achieve this:

- A new case note has been created 'IRO Challenge' to improve evidence of informal IRO challenge on an informal basis prior to the Problem Resolution process being entered into, data will be provided monthly to monitor numbers and evidence challenge
- A new case note has been created 'IRO Problem Resolution Tracking / Escalation to evidence of tracking and escalation of PR's
- Monthly PR report will continue to be produced – this will include data regarding PR's, MA's and data from IRO Challenge case note. Monthly report will provide analysis of themes from that month, information regarding themes and trends by locality. To be shared with SMT.
- Weekly PR report will continue to be produced – this will detail reasons for initiation of PRs that week
- Continue to highlight on weekly and monthly reports regarding PR and MA'S over 4 weeks- again analyse themes regarding localities and districts regarding this. Detailed progress on these cases and at what level of management this is currently at, shared with SMT to assist in reducing drift and delay
- Requested amendments have been made to the existing PR form to improve data collection
- IRO's will quality assure CLA Care Plan and implementation of the plan at CLA review and case monitoring – PR process to be used – under inadequate / inappropriate care plan to escalate concerns regarding care plans and address deficits
- Joint CSC Management / IRO training sessions are taking place in all districts, as highlighted in this plan, to improve the quality of assessment / plans / reviews / challenge and working relationships with the aim of improving practice and improving outcomes for children and young people.
- PR is a standing item on all IRO team meetings and supervision to ensure that the processes are being used appropriately and consistently and allowing reflection and discussion regarding these processes
- Permanence and care planning learning circles are taking place with managers and IROs to improve quality of practice in these areas

#### **7. Priorities for 2019/20**

The priorities of the IRO Service this year is to focus on actions prescribed in Lancashire's current Getting to Good Plan, January 2019.

- Joint training sessions to be delivered across all the localities with Independent Reviewing Officers (IROs) and front-line managers to:
  - a) Gain a shared understanding of the requirements of a good assessment;
  - b) Clearly articulate what best practice looks like in accordance with the Ofsted grade descriptors;
  - c) Enable positive critical challenge and professional respect.

As a result we will see evidence of critical challenge by managers and IROs, resulting in robust assessments, plans and reviews. This will address drift and delay for children and families.

- To continue to embed guidance for IROs on chairing CLA reviews to ensure quality and consistency across the service and focus IRO challenge more effectively on SMART outcomes
- To continue to embed guidance for IROs on chairing CP Conferences to ensure quality and consistency across the service and focus IRO challenge more effectively on SMART outcomes
- To improve the quality and consistency of IRO oversight in respect of CP plans to improve the quality of plans to ensure CP plans are SMART and outcome focused, embedding the risk sensible model, which needs to be strengths based and that CP plans are multi-agency led from the initial core group
- Improve the quality of IRO challenge in respect of the quality of care plans and drift and delay with a focus on improving outcomes for the child. Ensuring that challenge is evident and effective
- Improve the quality and focus on permanence for all children in CLA reviews. Ensure that permanence is considered at all CLA reviews
- Ensuring that the IRO footprint is evident on all case files and evidences impact and outcomes for the child linked to the implementation of the care plan
- IRO learning circles to be established and embedded, to include a focus on permanence
- IROs to review all cases audited as inadequate in respect of CP Plans and CLA Care Plans and support the SW in updating the plan to ensure it is SMART and outcome focussed / includes the voice of the child and includes a clear contingency plan

## 8. Conclusion

Over the last 12 months the service has continued to have a stable workforce who are committed to the IRO role and service. Despite increased demand in both CLA and CP cases, performance remains good with reviews held in timescale being 96.8%, participation of children and young people in their CLA review being 99.8%, RCPC's in timescale 95.7%.

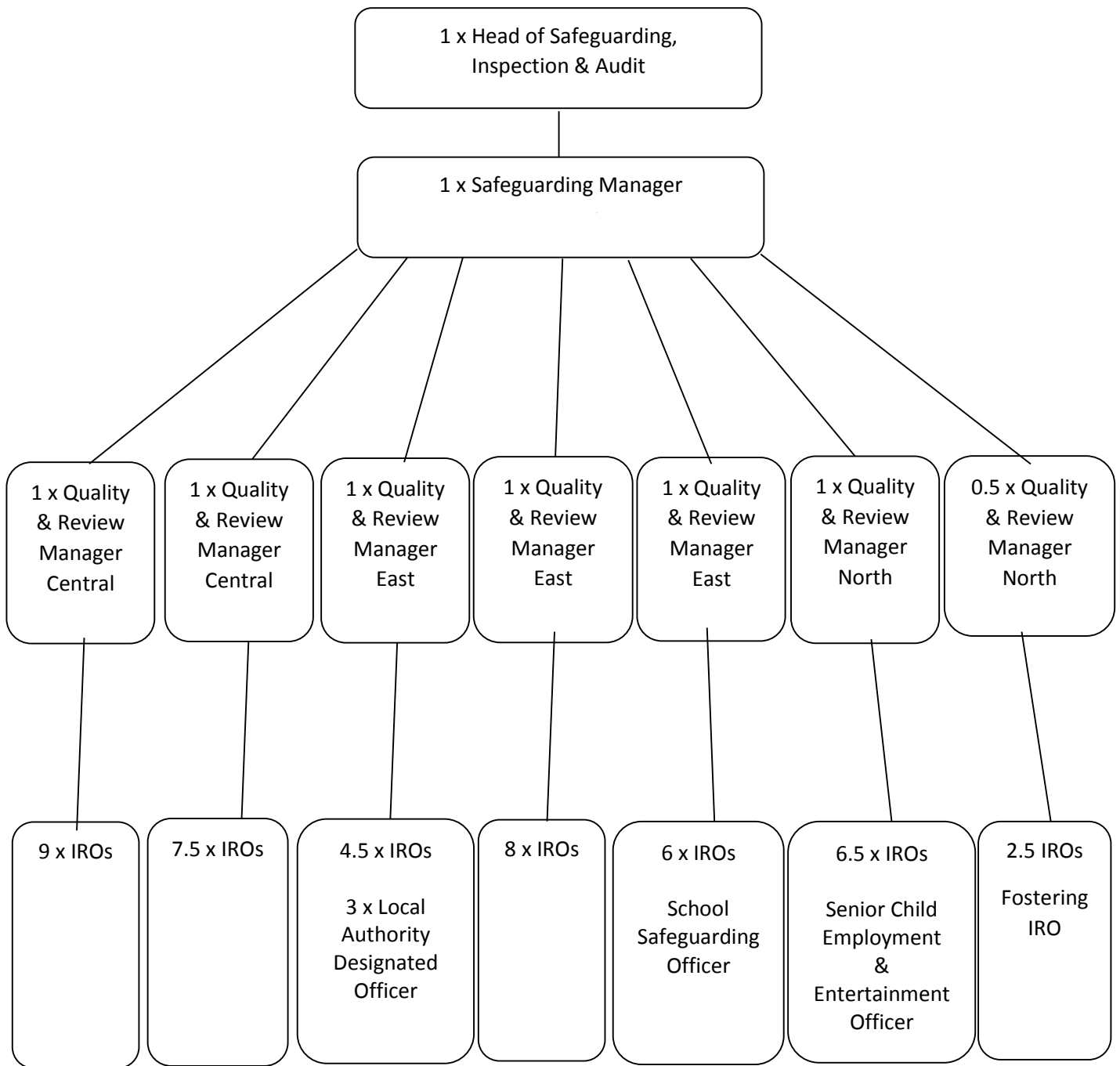
During 2018/2019 there have been a number of different learning opportunities and monitoring within the service to help improve practice, these have included IRO learning circles, joint development days between front-line managers and IROs, improved data, audit activity, observations of practice and IRO's completing the advanced IRO qualification. Whilst it is not a sole indicator of improvements in practice Tier 2 audits have reported that the quality of IRO oversight found that 92% (259 responses) rated IRO practice as requires improvement or good, 167 reported as good. When asked about the quality of IRO challenge, 93% (211 responses) found that IRO practice fell between requires improvement and 119 good.

The introduction of a revised Problem Resolution and Management Alert process has resulted in a total of 1705 IRO challenges, 421 PR'S and 1284 MA's. This is a significant increase of 222% in comparison to a total of 767 IRO challenges recorded in 2017/2018. However, the impact of this increased IRO challenge and evidence of this challenge improving outcomes for children is inconsistent and requires improvement during 2019/2020. IRO's also need to improve the quality and consistency of IRO oversight in respect of CP plans to improve the quality of plans to ensure CP plans are SMART and outcome focused.

Report written by:

Laura Gardner	Quality & Review Manager
Susan Harrison	Quality & Review Manager
Charlotte Kay	Quality & Review Manager
Joanne O'Neill	Quality & Review Manager
Carl Spedding	Quality & Review Manager
Lesley Warbrick	Quality & Review Manager
Danielle Winkley	Quality & Review Manager
Paul McIntyre	Safeguarding Manager

**Appendix 1: IRO Service Structure**





**Appendix 2: IRO Post-Qualifying Experience**

The tables below detail the level of post qualifying experience and length of service of IRO managers and IROs in Lancashire:

**Quality & Review Managers**

<b>Name</b>	<b>Year of Qualification</b>	<b>Years as an IRO</b>	<b>Years as an IRO Manager</b>
Laura Gardner	2008	N/A	2016 – 2019
Susan Harrison	2001	N/A	2016 – 2019
Charlotte Kay	2004	2012 – 2016	2016 – 2019
Joanne O'Neill	1995	N/A	2015 – 2019
Carl Spedding	2011	N/A	2018 – 2019
Lesley Warbrick	2004	2010 – 2013	2013 – 2019
Danielle Winkley	2006	N/A	2016 – 2019

**Appendix 3: Independent Reviewing Officers**

<b>Position</b>	<b>Year of qualification</b>	<b>Year began as an IRO</b>
IRO 1	1995	2001
IRO 2	1995	2004
IRO 3	2000	2007
IRO 4	1993	2009
IRO 5	2005	2010
IRO 6	1982	2011
IRO 7	1989	2011
IRO 8	2000	2011
IRO 9	2007	2012
IRO 10	2007	2012
IRO 11	2001	2013
IRO 12	1997	2013
IRO 13	1998	2013
IRO 14	2004	2014
IRO 15	2006	2014
IRO 16	1997	2014
IRO 17	2008	2015
IRO 18	2008	2015
IRO 19	2006	2015
IRO 20	1994	2016
IRO 21	2008	2016
IRO 22	2011	2016
IRO 23	2001	2016
IRO 24	2009	2016
IRO 25	2011	2016
IRO 26	2008	2016
IRO 27	2009	2016
IRO 28	2007	2016
IRO 29	2007	2016
IRO 30	2010	2016
IRO 31	1988	2016
IRO 32	2011	2017
IRO 33	2002	2017
IRO 34	2009	2017
IRO 35	2011	2017
IRO 36	2006	2017
IRO 37	1995	2017
IRO 38	2002	2017
IRO 39	2002	2017
IRO 40	2010	2017
IRO 41	2005	2018
IRO 42	2005	2018
IRO 43	1992	2018
IRO 44	1998	2018
IRO 45	2007	2018
IRO 46	2011	2018
IRO 47	1999	2019

Governance & Reporting

The Lancashire Getting to Good Board oversees the progress the Lancashire Getting to Good Plan.

The Lancashire Getting to Good Plan:

- focuses on the actions required to deliver the Ofsted recommendations and other key priorities identified in our self-assessment, with the aim of securing improvement and delivering consistently good services for Lancashire's children, young people and families.
- sets out the actions that will be undertaken, the expected outcomes, improvement measures, lead officers, targets and due dates.
- More detailed action plans, led by specific Delivery Boards, will drive specific service improvement such as the Corporate Parenting Strategy.

The Delivery Boards such as the Permanence and Children in Our Care Board report to the Lancashire Getting to Good Board every 6 weeks.

The Permanence and Children in Our Care Board is:

- responsible for monitoring the progress and delivery of the Corporate Parenting Strategy through the Corporate Parenting Strategy Delivery Plan.
- a Partnership Board with reps from, LCC, Health, Housing and District Councils.
- is chaired by the Acting Director of Children's Social Care, Sally Allen with meetings every 6 - 8 weeks.
- delivers improvements through projects and change activities.

The Corporate Parenting Strategy Delivery Plan will be reviewed at every Board.

- 3 weeks before the Board Ruksana Mulla, Project Manager, will circulate the Action Plan to leads in the Responsible Services for updates.
- updates must be returned 2 weeks before the Board.
- 1 week before the Board, the Project Manager briefs the Chair, Improvement Partner, Josie Lee and Barbara Bath, the Strategic Lead for Permanence, Corporate Parenting and Children in Our Care escalating any outstanding updates

RAG Rating

Each activity of the Delivery Plan will be RAG rated, as part of our monitoring arrangements, with the status descriptions detailed below:

- "GREEN" No issues, everything on target to be delivered to budget and on programme of an appropriate quality. Some risks may have been identified on the risk register but these are being managed.
- "AMBER" In addition to status green above there may be some issues that may affect programme, cost, quality but these are currently being managed.
- "RED" Risks/issues identified that will affect programme, cost, quality.
- "BLUE" Action Complete and Closed.

The Objectives

- Objective 1 - Our Children and Young People have a voice in the way we deliver our services.

'To ensure that children and young people are consulted and actively participate in the decisions we make about how we deliver our services'. Nothing about me without me'.

- Objective 2 - Children and Young People in Lancashire can remain safely at home.

'To ensure that early support is provided at the right time to prevent the need for statutory intervention'.

- Objective 3 - Our Care Leavers in Lancashire will have a 'Local Offer'.

'To ensure that all care leavers feel supported and can access a range of services to promote their continued wellbeing into adulthood'.

- Objective 4 – Children and Young People will be supported in their Education, Employment and Training.

'To close the achievement gap between those children and Young People that the Local Authority cares for and those that are cared for by their own families'.

- Objective 5 – Children and Young People will have a suitable place to live and be cared for.

'To ensure that the children and Young People we care for have a range of suitable and appropriate accommodation to meet their immediate and long term needs'.

- Objective 6 – The Health and Wellbeing of our Children and Young People will be a priority for Lancashire County Council.

'To improve the health and wellbeing of the children and young people we care for'.

- Objective 7 – Children and Young People will receive Financial support.

'To ensure that Young People have enough money to provide for their needs whilst in care and after they have left care and ensure that they are supported financially to establish their own homes'.

- Objective 8 - Our Children and Young People are protected from harm and or Risk of Exploitation.

'To ensure that children are protected from harm and exploitation and ensure that they are provided with support to overcome any pull factors that would lead them to being exploited'.

- Objective 9 - Children and Young People in our Care and Care leavers' achievements are celebrated .

'To ensure that the children we look after and have looked after, are recognised for their achievements and successes'.

Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

Ref	Getting to Good Plan Ref	Activity	Progress	Evidence	Metric	Current Data & Date	Target Data & Date	Responsible Service	Timescales	BRAG
<b>Objective 1 – Our Children and Young People have a voice in the way we deliver our services.</b> 'To ensure that children and young people are consulted and actively participate in the decisions we make about how we deliver our services'. Nothing about me without me.										
<b>How will we Achieve this:</b> 'We will engage our young people regarding the services we deliver and the services we commission. We will do this through various avenues with individuals or through LINX (The Children in Care Council) Powar and Care Leavers Forums and ensure we use the feedback to shape the services we deliver.'										
1		Identify Internal Corporate Parent Champion leads for children in care and care leavers to champion the voice of the child	Corporate Parent Champion leads from each locality agreed at SWT 15.01.19. 26.03.19 - Meeting arranged 09.05.19 - EG, JL, BB, DC to consider next steps as this had been put on hold. 02.05.19 - PAP Mtg 30.04.19 - the Mtg noted the update. 14.05.19 - JL advised EG confirmed that this paused until the Director of Children's Social Care has been appointed. 14.05.19 - Decision required by acting DCS on whether to progress. A change to the Central Locality Champion is required due to staffing changes. 23.07.19 - Awaiting Sharon Hubber, new DCS to start	Total 3 – 1/Locality (15.01.19) Peter Knowles – CSC Central Laura Chadwick – CSC East Amanda Barbour – CSC North	Locality Corporate Parenting Champions	Total 3 – 1/Locality Peter Knowles – CSC Central Laura Chadwick – CSC East Amanda Barbour – CSC North 15.01.19		Josie Lee – Improvement Partner	31/12/19	Green
2		Engage and identify Corporate Champions from LCC Services and partner agencies - meeting required with Edwina Grant to finalise model	Edwina Grant to meet with Barbara Bath - Strategic lead for Permanence, Corporate Parenting and Children in Our Care and Josie Lee - Improvement partner. Meeting 09.05.19. 14.05.19 - JL advised EG confirmed that this paused until the Director of Children's Social Care has been appointed. 23.07.19 - Awaiting Sharon Hubber, new DCS to start.		LCC Corporate Parenting Champions Partner Agency Corporate Parenting Champions			Barbara Bath - Strategic lead for Permanence, Corporate Parenting and Children in Our Care and Josie Lee - Improvement partner	31/12/19	Green
7b		Children and Young People will actively participate in relevant staff interviews within the Children's Services Workforce	VG is working with GR regarding implementing Young People's Panels and Participation. This is being followed up by the Workforce Strategy Board.  This practice should be included in all HR policies – Gavin Redhead to advise HR via the Workforce Strategy Board		% of relevant interviews where young people's panel interviewed within in Children's' Services.			Strategic lead for Participation Victoria Gent - Strategic Lead for Workforce Development	01/09/19	Green
9		Explore ways of completing Exit Interviews with CYP who are Leaving Care	22.07.19 - This is being considered as part of the Review of the Leaving Care Service. Timescales therefore changed to 30.11..19.					Brendan Lee - Strategic Lead for Care Leavers	30/11/19	Green
10b.i		How do we capture the voice of the child to help support effective practice and shape future services, including the use of Mind of My Own - Health - North Lancs CCG	North Lancs CCG do not routinely obtain formal feedback from children and YP who are looked after .This is something that they are looking to implement in the near future.	Evidence now young people's feedback has influenced service resign and delivery.  Health to provide how Participation is linked to CASHIER and THRIVE Models				North Lancs CCG	01/09/19	Green
10b.ii		How do we capture the voice of the child to help support effective practice and shape future services, including the use of Mind of My Own - Health - BTH	There is ongoing capturing of the voice of the child in health assessments and options for times, venues and format of the health assessments are routinely given within the CLA nursing team (and this is reiterated to universal services in training).  Also, we captured a more formal assessment through the Survey Monkey we did about the delivery of services, interventions, health promotion etc. in 2017, which is just about to be done again. A survey also went out to residential homes to staff and to children.  We also capture patient stories in the quarterly KPI's meetings	Evidence how young people's feedback has influenced service resign and delivery.  Health to provide how Participation is linked to CASHIER and THRIVE Models.				Blackpool Teaching Hospitals NHS Foundation Trusts (BTH)	01/09/19	Green

Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

10c		How do we capture the voice of the child to help support effective practice and shape future services, including the use of Mind of My Own	LCFT regularly send out forms to young people after introduction visits and interventions however the return rate is approximately 9. LCFT are considering how to improve return rates e.g. going electronic					LCFT LAC Nurse team (East and Central only)	30/09/19	Amber
12a		Incorporate children and young peoples feedback in to the Quality Assurance system	23.019 - Action carried over from action 12.					Mandy Williams Head of Service Children Social Care - Central	30/09/19	Green
14		Develop a model that brings all internal and external learning and feedback together including information from the Participation Framework so learning can be triangulated into practice	Model provided to audit and PSW by improvement partner – work needs to commence to be able to implement. 11.03.19 -New QA cycle in place and QA report at end of Feb, all services to engage with this reporting cycle to ensure improve quality of practice, outcomes and impact for CYP. 07.05.19 BG - BG presented QA paper at SMT with following actions - To draft template of report format over next 2 weeks. - Audit / QA report to be produced by middle to end of June. - Framework for practice observations guidance to be produced by 4 June. - Practice standards to be reviewed and updated. Bertie to send existing practice standards to SMT and an example from Knowsley by 4 Jun – done. - Thematic audits; Bertie to send to Sally a programme for rest of year and update audit framework to capture this by 4 June. - Draft a proposal how to do exit interviews by 4 June. - All this needs to be done within a QA framework. 14.05.19 - Guidance required from acting DCS whether we are going with a model linked to BG QA Framework 09.08.19 - Planning meeting to scope out the audits on 15.08.19					Chris Turner, Audit Team Principal Social Worker	01/09/19	Green
17		Implement a Mentoring Scheme for Care Leavers - Group Mentoring	22.07.19 - Delivery commenced end of June. Pilot to end December 2019 followed by a review of the Scheme.					Strategic lead for Participation Leaving Care Development Officer/Apprentice Leaving Care Team Manager's	01/03/20	Green
18		Develop a Mentoring Scheme for Care Leavers - Peer Mentoring	Initial Scoping Meeting 14.02.19. Follow Up Meeting 04.03.19. Consultation with Care Leavers using Click Suite w.c. 25.03.19 - 22.04.19. 18.06.19 - Proposal presented to SMT. Request for further details to be presented to SMT on 30.07.19. Pending the decision Timescales changed to 30.09.19.					Strategic lead for Participation Leaving Care Development Officer/Apprentice Leaving Care Team Manager's	30/09/19	Green
19		Implement a Mentoring Scheme for Care Leavers - Peer Mentoring	22.07.19 - In line with Action 18, Timescales amended to 31.12.19. Additionally, this needs to be considered as part of the Review of the Leaving Care Service.					Strategic lead for Participation Leaving Care Development Officer/Apprentice Leaving Care Team Manager's	31/12/19	Green
<b>Objective 2 - Children and Young People in Lancashire can remain safely at home</b> 'To ensure that early support is provided at the right time to prevent the need for statutory intervention'										
<b>How will we Achieve this:</b> 'We will work with our social workers and managers to ensure that they are equipped to manage complexity and provide intervention that brings about change to allow children to remain at home wherever possible and return home when they can. We will work with external providers and commissioning services to provide the right service at the right time to prevent escalation into statutory services.'										
2a		Explore the Leeds and Hertfordshire Asset Models and implement agreed model across services	Paper produced by PSW outlining pro's and con's of each model. Will be considered as part of Innovations bid(now April 2019). Pilot being considered in F and W. 22.07.19 - The innovations bid Expression of Interest was successful. The bid is currently being written for submission in early August. Decision due early September. in line with this, timescales changed to 30.09.19	Paper attached.				Victoria Gent - Strategic Lead for Workforce Development Bertie Goffe – PSW	30/09/19	Green
2b		Implement a strengths based model of practice in line with the outcome of the Hertfordshire Asset model .	Action plan to be implemented following outcome of bid					Victoria Gent - Strategic Lead for Workforce Development Bertie Goffe – PSW	28/02/2020	Green



3c	2.1.1 2.1.3 4.4.6	Increase use of Family Group Conference: · Early Help · Prior to an Initial Child Protection Conference (ICPC) or as part of the Child Protection (CP) Plan. · Prior to initiating pre-proceedings.	Commissioning led view of Lancashire's FGC Service found that it is in line with national benchmarking in terms of timescales and the outcomes achieved, but more needs to be done to ensure that FGC is firmly embedded in practice, particularly at the pre-proceedings stage. Targets have been set in relation to an increase in the number of referrals received and supported by the service and feedback to be provided through SMT. The use of Family Group Conferencing is embedded in our Permanence Policy. At this time, families are not formally offered a FGC through the Pre-Proceedings letter of intent and instead more informal discussions are expected to take place. Evidence from Initial Child Protection Conference proformas (which includes a section on whether a FGC has been offered prior to conference) and a significantly smaller than anticipated number of referrals at pre-proceedings stage (only 11% of pre-proceedings cases referred for a FGC - 50 out of 450 cases) suggests that discussions with families about FGC are ad-hoc and our approach needs to be strengthened. An Expression of Interest has been submitted, jointly with Blackpool Council, to the DfE's Supporting Families: Investing in Practice Programme to participate in randomised controlled trials to gather robust and usable evidence on their effectiveness in keeping children and parents together. If we are successful in the bid we will work with Daybreak (a voluntary organisation who deliver family group conferences) and FDAC national partnership at the Centre for Justice Innovation to help further strengthen the FGC model.						30/09/19	Green
4a		Ensure Child Protection Plans have a contingency plan (when relevant to the case) that includes the identification of alternative family carers should the child not be able to remain with their parents	Audit required. Action agreed at the PCIOC Board 04.03.19. 14.05.19 - PAP Mtg v1.0 - 26.04.19 - BL, RH, VG, FHH - ongoing . A Smith Feedback from Senior Manager is this is being covered in supervision. RAG - Amber 30.04.19 Andy Smith to send an update on the targeted people for training to Donna. 24.04.19 - At the PCIOC Board, it was agreed to be reworded to indicate that contingency plans are only required when relevant to that case. This would better reflect how Family Group Conferences and pre-existing support networks can be utilised to support young people on CP Plans. 24.05.19 - wording amended 07/08/19 - awaiting audit - date amended. 09.08.19 - Planning meeting to scope out the audits on 15.08.19					Andy Smith Head of Service Safeguarding, Inspection and Audit	31/10/19	Green
5a-c		Early Help to provide intervention to prevent escalation into Statutory Services - referrals to CSC	Early Help Module has been developed on LCS recording system. 14.05.19 - DD has confirmed data can be obtained from EHM. JL has requested monthly reports from DD Team. Chris Hays to provide		Reduction of referrals to CSC			Head of Service Children & Families & Wellbeing Service - Debbie Duffell	31/08/19	Amber
6a-b		Partner agencies to provide early help	Early Help Module has been developed on LCS recording system. 14.05.19 - DD has confirmed data can be obtained from EHM. We can report on the number of ECAFs submitted by other agencies and also break this down to individual agencies. JL has requested monthly reports from DD Team. Chris Hayes to provide 15.05.19 Chris Hayes - The external CAF report is now fit for		Number of CAF's completed by other agencies			Head of Service Children & Families & Wellbeing Service - Debbie Duffell	01/02/19	Red
7b-d		Embed reflective supervision with first-line managers to enable reflection on the quality of practice and facilitate quality, critical challenge.	Managers will be trained in reflective supervision that supports social workers to manage diversity and build effective relationships with families. PAP v 1.0 26.04.19 - CMc provided the County Supervision Report March 2019 - 15.05.19 BG – performance still needs to improve 30.04.19 PAP Mtg 30.04.19 - HoS to review immediately and to take appropriate action to address. 02.03.19 - Updated data included on metrics tab		Number of supervisions per month  Increase in reflective supervision  Qualitative Audit of Reflective supervision			Principal Social Workers Children Social Care	01/02/19	Red
9a-c		Life Chances Fund - Social Impact Bond Project to be implemented	Successful Bid. Project in development Phase. Implementation phase commences 30.09.19 30.04.19 HoS to ensure Permanence Tracker is up to date by 10 May so that the report from Lauren is fully up to date. All HoS to send details of process of consistently populating the Permanence Tracker to SA by 3 May. 22.07.19 - Procurement phase completed. No compliant bids. We are now considering next steps.		Number of children on child protection plans and/or in pre proceedings that are diverted from care			Policy, Information & Commissioning Children Social Care Safeguarding, Inspection and Audit	01/11/19	Green
10b		Fostering Service to have a process in place to encourage carers to apply for SGO	The Fostering Service consider suitability for SGO for long term and settled placements and provide CSC with the details. CSC then need to confirm if their agreement and progress. The Fostering Service can not progress SGOs. 09.08.19 - Meeting with Heads of Service sept 10th 2019.	Number of CYP in in-house foster care progressing to SGO				Barbara Bath – Strategic lead for Permanence, Corporate Parenting and Children in Our Care Karen Barker, Senior Manager FARY		Green

11a5		Reunification and Discharge of Care Orders project (not life chances)	<p>Home Placements - (discharge tab)</p> <p>01/01/2019 – 31/07/2019 – 48 children subject to ICO home placement ceased to be LAC</p> <p>01/03/2019 – 31/07/2019 – 33 children subject to a full care order ceased to LAC (DOES NOT INCLUDE AGED OUT)</p> <p>01/08/2019 current position (discharge tab)</p> <p>Care Orders Home Placements - 353</p> <p>Interim Care Order Home Placement - 68 children</p> <p>Full care Order Home Placement – 285 children</p> <p>Filed with legal for discharge of order - 39 children</p> <p>To file within 1 month – 29 children</p> <p>To file within 3 months – 26 children</p> <p>To file over 3 month period 3</p> <p>5 I am chasing up as date for filing with legal has passed</p>					Heads of Service SIA CSC FARY	31/12/19	Green
11d		Implement the New CLA Review Outcomes Form to report permanence at 2nd review directly from LCS	Form designed and awaiting building on system					Acting Head of Service SIA	30/09/19	Green
13e	1.2	Monitor and measure the impact of the Neglect Strategy and delivery plans to ensure we meet outcomes as detailed in the Neglect Strategy.	July 19 - As the transition to the new Area Safeguarding Arrangements is imminent in September 2019, the new partnership will undertake this work, measuring the impact of the Neglect Strategy.					Victoria Gent Head of Service CSC, East Locality Jane Booth Chair of LSCB	Oct-19	Green
14a	1.3.1	Review the multi-agency response to domestic abuse, to ensure effective, preventative and targeted support pathways are in place for children and families.	<p>LCC Domestic Abuse Prevent, Protect, and Promote Recovery Action Plan developed and implemented.</p> <p>Review of MARAC processes and pathways completed using systems thinking approach. CSC staff seconded to the project team. Now in redesign phase. New ways of working being piloted in Preston. Focus on addressing the underlying issues impacting on the family, providing more timely support.</p> <p>Operation Encompass launched across the Lancashire 14 footprint ensuring timely information sharing with schools in relation to domestic abuse incidents.</p> <p>We are seeking external funding to introduce the Hertfordshire Family Safeguarding model as part of the Strengthening Families, Protecting Children Programme. This will include domestic abuse workers as part of co-located multi-disciplinary teams, ensuring more timely access to support, empowering and enabling change.</p> <p>Multi agency meeting including SIA with partners to draft a plan to be completed in 2 weeks - Monday 5 August 2019. Training and the Social Work Academy remaining to be aligned</p>					Brendan Lee - Strategic Lead for Care Leavers	May-19	Green
14c	1.3.2	Develop and deliver a workplace approach to improve the understanding of domestic abuse for employees and managers, identifying appropriate support to those affected, and recognising the impact on children and families.	<p>The draft workplace guidance (Understanding DA in the workplace) has been circulated to service areas for their input and consideration. It is concurrently with HR for consideration within their workplace guidance statements.</p> <p>Once approved we will work with Employee Support to finalise and Corporate Comms to launch the statement and guidance notes through the intranet, on the appropriate platform, this will build awareness within the workforce with staff and managers.</p> <p>Work is now underway on a new e-learning package being developed with Learning and Development as part of appropriate workforce development being available for managers and staff to ensure they understand and recognise domestic abuse and know how to appropriately support employees who are affected.</p>					Clare Platt - Head of Health, Equity and Partnerships	Jun-19	Green



Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

14f	1.3.6	Improve the quality and timeliness of police vulnerable person reports to the Multi-Agency Safeguarding Hub (MASH).	MASH Practice Improvement Meeting established and meets monthly. Performance re Contacts considered within 24 hours is 96% in July 2019. Performance in relation to full MASH screening with 1 working day was 77% in June 2019 which is below the target of 90%. The MASH is fully staffed. However, the volume of work going into the MASH impacts on performance, with increasing numbers of Contacts received. MASH dashboard / screens to be utilised. Practice Managers to drive 1 hour and 24 hour decision making. Proposal to take control over the Mailbox from the Customer Access Service (CAS) to improve consistency of allocations in place to be considered within the MASH review. Work is also taking place around the demand into MASH, both referrals and calls. Changes to how MASH receive calls via CAS is being considered The police queue is too high and has been formally raised via the MASH Strategic Board. The police have agreed additional posts in the MASH and are currently recruiting to these. Audit processes are embedded in the MASH to quality assure information sharing and decision making at the front door. An external review of the MASH was completed by Sue Williams, National Lead Hertfordshire Family Safeguarding on the 27 & 28 June 2019. This will feed into a wider review being completed by Rose Howley. An action plan is to be developed to address the					Andy Smith Acting Head of SIA	Mar-19	Amber
<b>Objective 3 - Our Care Leavers in Lancashire will have a 'Local Offer'</b> 'To ensure that all care leavers feel supported and can access a range of services to promote their continued wellbeing into adulthood'.										
<b>How will we Achieve this:</b> 'We will ensure that we have sufficient strategy meets the needs of all of the children and young people in our care, we will review and update our sufficiency plan and will include feedback from our young people to ensure that we work with providers to shape our service, we will work with partners to improve services'										
3		Understand what provision is available and what is needed	This is managed by the Project Supported & Leaving Care: Future Commissioning Arrangements Workshops planned and preparation completed. Young people are involved in the monitoring and evaluation of accommodation providers. 14.05.19 - ITT Live	Map of what accommodation we currently provide.				Policy, Information & Commissioning	Dec 18 & Monthly monitoring September 2020	Green
5c		Review the Right Child The Right Placement Workshops in light of the Isobelle Trowler Presentation and the Judiciary Paper	Debbie Cookson and Josie to meet. Grant Murdoch to liaise with Josie re incorporating Isobelle Trowler Presentation and the Judiciary Paper into the Family Safeguarding Model.					Josie Lee- Improvement Partner Debbie Cookson Audit Team Manager	31/10/19	Green
6		Improve transition and links between Children Social Care and Adult service.	23.07.19 - JL to meet with Debbie Cookson to finalise					Shaeda Alam– improvement Partner	30.11.19	Green
7		Explore innovative ways of working with District councils to look at tenancy options for 17 year olds with wrap around support.	Meeting held with Simon Burnett, interest in exploring positive transition model Blackpool	Increase of under 18 with Tenancy with adequate support:				Brendan Lee Vicki Gent Rose Howley Head of Service Children's Social Care	Jul-19	Green
8		Improve the Care Leaver Local Offer	Mark Riddell from the DFE to attend LCC for 2 days in June 2019. July 19 - This is being considered as part of the Leaving Care Review. Amend Timescales 30.11.19.					Brendan Lee Vicki Gent Rose Howley Head of Service Children's Social Care	Nov-19	Green
9a		Corporate Parenting Champions	See Objective 1 -action 2					LCC	Dec-19	Green
9b		Corporate Parenting Champions	See Objective 1 -action 2					Partner Agencies	Dec-19	Green
11		Young people understand their health needs	14.05.19 - improved HA process and pathways project includes improved awareness of CYP of health needs and services available July 19 - Project end date revised to 31.07.20					Health	Jul-20	Green
12a -b		Education/Training Opportunities are available	Apprenticeships/work experience/placements/shadowing opportunities are currently available. 13.05.19 - continued opportunities via the Employment Support Team	Numbers of apprentices  Number of Placements/work experience within LCC	Numbers of apprentices  Number of Placements/work experience within LCC			Audrey Swann - Head of Service Virtual Schools	01/03/2019 and ongoing	Green
13c		Measure the impact of the training commissioned for PA's	23.07.19 - action linked to 13a, b 23.07.19 - audit to be completed 02.08.19 - Linked to Objective 7, 7c. Planning meeting to scope out the audits 15.08.19.					Brendan Lee - Strategic Lead for Care Leavers	Dec-19	Green



Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

14	4.7.5	Preparation for Independent Living to commence earlier. Introduce ASDAN at 15 %.	July GTG -Foster Carer Training has been delivered and Fostering Support Meeting have been held. Life Skills Group - pilot of 8 young people in foster care commenced in late June for 6 month period preparing young people for independence. The Pilot will be assessed to identify whether this will become a countywide approach to group work. The Leaving Care Service and their offer is being reviewed fully and a questionnaire has been put to care leavers on the service they receive. On the 6th of August a meeting will be held with the Leaving Care Team Managers and the care leaver's feedback will be used	Number of young people completed ASDAN and have a certificate	Number books given out  Number of Certificates issued	374 Sept 2017 - 06.03.19  1 Sept 2017 - 06.03.19		Brendan Lee - Strategic Lead for Care Leavers  CSC – Leaving Care	Apr-19	Amber
<b>Objective 4 – Children and Young People will be supported in their Education, Employment and Training</b> 'To close the achievement gap between those children and Young People that the Local Authority cares for and those that are cared for by their own families'										
<b>How will we Achieve this:</b> 'We will ensure that are social workers and managers use each child and young person Personal Education Plan as an active tool to inform where support is required to close the gap in education attainment, especially at Key Stage 4 by providing earlier support through the pupil premium regarding support or additional private tutoring'										
4c		Implement revised and agreed PEPS which evidences the voice od the CYP ensuring Training engages Childrens Services and Education Establishments						Audrey Swann - Head of Service Virtual Ruksana Mulla - Programme Office Childrens Social Care	06/01/20	Green
4d		Agree and implement methodologies to engage with young people into participation in the revised and agreed PEPs						Audrey Swann - Head of Service Virtual Gavin Redhead- Strategic Lead for Participation	31/07/20	Green
<b>Objective 5 – Children and Young People will have a suitable place to live and be cared for</b> 'To ensure that the children and Young People we care for have a range of suitable and appropriate accommodation to meet their immediate and long term needs'.										
<b>How will we Achieve this:</b> 'We will continue to review our Sufficiency Strategy to ensure that it is informed by feedback from children and young people in our care and feedback is used to reshape our services'										
1c-d		The Sufficiency Strategy Addendum outlines targets to improve the number of foster homes for CYP.			Increase the number of foster placements as an alternative to residential care  Reduction in Residential Placements			Policy, Information & Commissioning	Jun-20	
2b		Continue to promote and identify children and young people suitable for the step down to foster care program	Step down to Foster Care implemented and successful placements secured.  New innovative commissioning arrangements went live in May 2018 that facilitate close collaborative working with a small number of fostering providers to better support the sourcing of complex 'step down into fostering' placements, enabling children and young people to step down from residential provision into an enhanced fostering placement  9 YP have been supported into a step down to fostering arrangement of which: - 1 YP has successfully transitioned to a mainstream fostering placement; - 4 YP are currently placed; - 4 YP were moved without successful transition to a mainstream arrangement. A further 3 YP are awaiting an agreed start date and there are 13 referrals with active searches underway.		Number of children identified for STFM	10 2018/19	10	Policy, Information & Commissioning		Green
3	4.4.3	Ensure permanence tracker is being actively used as a tool to monitor and address drift and delay	July G2G - Permanence tracker in place and is being used as a working tool in each locality. Weekly performance reports produced from the tracker and discussed as Start-Well SMT. There is still a disproportionately high number of cases in proceedings compared to pre-proceedings. Permanence training has commenced to ensure consistency of message and approach. 23.07.19 - Tracker implemented and weekly reports going to SMT - gaps in tracker identified and actioned by DCS from SMT.	Measures agreed by the PCIOC Board in relation to pre proceedings/divert s/discharges etc.				All Heads of Service in Children Social Care Brendan Lee Vicky Gent Rose Howley	Roll out Jan 19  Nov 19	Green

3a		To continue to implement the Permanence Tracker as a working tool and reports to be provided to SMT for CSC HoS to action	Linked to action 3. LAC Permanence Discharge Report (produced bi-weekly). Schedule for next reports: one due out this week, w.c.12th August, w.c. 26th August HoS to review the Reports and provide a narrative on how they will address the issues at each PCIOC Board.					Heads of Service - Childrens Social Care	Reports to be provide to each Board. Review April 2020	Green
4	4.4.7	Life story to be completed with every child in care, where remaining looked after is a plan of permanence	July G2G Plan 2019 - Permanence Tracker in place which identifies CLA with a plan of permanence. Plans in place in each locality to ensure life story work is completed, using support of foster carers and residential staff. Guidance for completion of life story work shared by the Adoption Service. This is being updated as it is focused on adoption as a plan of permanence. BL advised - all up to date in the North. North have bene through the list identifying where there is Life Story Work (Ongoing) or non (None). Maintaining Life Story Work needs to continue.  09.08.19 VG East - An review of the current position on delivery of life story work has been undertaken in the East with all Looked After Children and plans per district to prioritise  09.08.19 BL North - Review of Life Story work being undertaken by CiOC team Managers across North teams and will feedback with plan and progress at North Locality Managers team brief. Tracker is updated to reflect this as discussed at SMT on the 30th July, this may be identified as ongoing on the tracker.  09.08.19 MW Central - There is a plan in pace to ensure delivery of Life Story work, but we are still to deliver on full completion					All Heads of Service in Children Social Care Brendan Lee Vicky Gent Rose Howley	Nov-19	Amber
5		Explore and implement models that promotes 'staying close arrangements'	We are exploring the option to establish an in-house supported lodgings service that will offer the opportunity for YP aged 16-21 to be accommodated and supported by hosts in a family environment. We have had early discussions with Manchester, Cumbria and Sefton, all of whom operate successful services. We would envisage our strategy to include targeting recruitment of hosts in the areas close to our in-house children's homes, to facilitate strong relationships to be built between our staff, young people and hosts.  Our recently published tender for supported accommodation services reflects the expectation that providers work collaboratively with our in-house services. We will be focusing on strengthening the relationships between our own residential service and our commissioned supported accommodation providers, and through Pathway planning improving the move-on planning for YP to promote sustainable staying close arrangements.					Policy, Information & Commissioning	Nov-19	Green
7		Review s.20 children and put plans in place to return children home where possible	14.05.19 - agreed at SMT. Implemented by HoS. Further email from acting Director of Children's Social Care with agreed timescales. 02.08.19 - Meeting JL and HoS 13.08.19 • Progress on Section 20 – have they been reviewed - 36 do not have a plan • The progress on SGO's, o moving on those identified o to promote SGO to LA Carers and the support package offered around earlier help.  09.08.19 VG East - There is an East plan in place to review children subject to Section 20 as part of a review cycle in the locality. 09.08.19 BL North - all section 20s have been picked up as themed Permanence Panel as agreed at SMT, North has completed this themed panel and will monitor progress as updates are requested or in some cases agreed continual tracking through Panel (with future dates set as return). Some section 20s are also reviewed through Track and Challenge. 09.08.19 MW Central - All S20 cohort have been reviewed in permanence panel as agreed by SMT 09.08.19 - Meeting with Heads of Service August 2019.			C1- ICO 414 C2 - FCO 1439 E1- Placement Order 82 J1: Remanded to LA or youth detention 2 L1: Police protection LA accommodation 3 L2: EPO 2 V2: Single period under S20 173 V4: Short term breaks, agreements recorded 11 Total - 2126  29/07/19		All Heads of Service in Children Social Care Brendan Lee Vicky Gent Rose Howley	31/08/19	Green

HOS have confirmed all s20 have been reviewed

Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

8		Implement sustainable model of track and challenge to ensure there is no drift in stepping children and young people down to foster care or semi –independence	Placements Project. Project Closure was agreed by the Board 04.03.19 29.03.19 - Completed in East and Central. 14.05.19 - JL completing Central's Track and Challenge due to lack of capacity as Senior Manger leaving in Central. Commenced Panels in the North 23.07.19 - HOS have advised that s20 have been reviewed via Permanence Panels, they are also tracked in Track and Challenge until they have returned home. 09.08.19 - Meeting with Heads of Service August 2019. - Handed over business as usual					Josie Lee - Improvement Partner	31/07/19	blue
9		Implement a model of Family Group Conference for children 15+ in care with a view to build support networks for them when they leave care						Family Group Conference Team - Safeguarding Inspection & Audit Policy , Information & Commissioning	01/09/19	Green
10b		Review all young people 16/17 in residential care with a view to semi independence or supported lodgings where appropriate Codes:H5,K1,K2,R1 (all in &out)						All Heads of Service in Children Social Care Brendan Lee Vicky Gent Rose Howley	31/12/19	Green
12		An in-house Adolescent Support Unit (ASU) was developed in order to prevent children from becoming looked after and provide an "edge of care provision".	<ul style="list-style-type: none"><li>• The ASU began delivering outreach and day respite in Lancaster (North of the county) in January 2018.</li><li>• The ASU began to deliver overnight respite from the 17 August 2018.</li><li>• 168 ASU referrals were received in the first 16 months (59 January - August 2018 and 109 since fully operational).</li><li>• The service receives an average of 10.5 referrals a month.</li><li>• The ASU has a 77.8% success rate of preventing children coming into care, (49 out of 63 closed cases).</li><li>• The ASU has a 76.9% success rate (January – August 2018) for outreach and day respite only, (10 out of 13 closed cases).</li><li>• The ASU has a 78% success rate (September 2018 – May 2019) - full ASU support available, (39 out of 50 closed cases).</li><li>• Total costs avoided from Jan 2018 – 31 May 2019 is £3.773m, £0.845m relating to 2019/20 (April/May 2019).</li></ul>					Barbara Bath - Strategic Lead Permanence, Corporate Parenting and Children in Our Care		Green
13		Review Increase in Family and friends assessments for SGO	14.05.19 - SA to confirm the lead whether BB or S Alam. Monthly data required 09.08.19 - Meeting with Heads of Service sept 2019.					Barbara Bath - Strategic Lead Permanence, Corporate Parenting and Children in Our Care	30th April 2020	green
14		Review SGO support	14.05.19 - SA to confirm the lead whether BB or S Alam. Monthly data required 09.08.19 - Meeting with Heads of Service sept 2019.					Barbara Bath - Strategic Lead Permanence, Corporate Parenting and Children in Our Care	30th April 2020	green
15		Review SGO access to Adoption support fund	14.05.19 - SA to confirm the lead whether BB or S Alam. Monthly data required 09.08.19 - Meeting with Heads of Service sept 2019.					Barbara Bath - Strategic Lead Permanence, Corporate Parenting and Children in Our Care	30th April 2020	Green
16		Videos for children on provision they are being introduced to	Our recently published tender for supported accommodation services includes in the service specification the requirement for providers to produce a short video that will provide brief Service information and the opportunity for Council staff and for Young People who may be accommodated to visualise the accommodation(s).					Policy, Information & Commissioning	30.09.19	Green
18		Explore models of supported lodgings to provide other alternatives of accommodation for care leavers	23.07.19 - RB is preparing an option paper for SMT					Policy, Information & Commissioning	30.09.19	Green
19 a		Review of in house residential to align to demand and feed into sufficiency strategy						Barbara Bath - Strategic Lead Permanence, Corporate Parenting and Children in Our Care	30/09/19	
19b		Commence work 01/09/19 on a new sufficiency strategy that incorporates agreed residential proposals and is signed off by March 2020 for implementation in April 2020						Barbara Bath - Strategic Lead Permanence, Corporate Parenting and Children in Our Care	01/04/20	

turn blue action complete



Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

20		Increase proportion of CLA placed in fostering rather than residential placements: · Sample audit the weekly list of in-house foster carer vacancies to check it is accurate.	09.08.19 - Planning meeting to scope out the audits on 15.08.19	reduce the number of children in residential care and ensure that the proportion of children in foster care increases inline with the number of children looked after							Green
<b>Objective 6 – The Health and Wellbeing of our Children and Young People will be a priority for Lancashire County Council</b> 'To improve the health and wellbeing of the children and young people we care for'.											
<b>How will we Achieve this:</b> 'We will work in partnership with our health colleagues to ensure that the health needs of children and young people in our care are prioritised and met and our children are involved in their assessments, strength and difficulty questionnaires will be used as an active tool to inform assessments and care plans and intervention '											
1		SDQ to be used as an active tool and informs care planning arrangements	Progress under SDQ Project 14.05.19 - this is now included in the Health Assessment Project. Improvement Plan being drafted. Due to be finalised 31.05.19. Implementation to be completed by 31.07.19 July 19 - SDQ process to go to SMT on 30 July 2019.		Number of SDQ linked to PEPs				LCC Health (with oversight from Designated professionals	Jul-20	Green
2a		Improved timeliness and quality of Health assessments	Progress under Improved Health assessments and Pathways Project. 14.05.19 - Improvement Plan being drafted. Due to be finalised 31.05.19. Implementation to be completed by 31.07.20	Audit to demonstrate improved quality					LCC Health	Jul-20	Green
2b1		Improved timeliness and quality of Health assessments	Progress under Improved Health assessments and Pathways Project. 14.05.19 - Improvement Plan being drafted. Due to be finalised 31.05.19. Implementation to be completed by 31.07.20	Improved performance of the % of Statutory Health Assessments completed	IHA	15%			(Designated Professionals and Commissioned Health providers)	Jul-20	Green
2b2		Improved timeliness and quality of Health assessments	Progress under Improved Health assessments and Pathways Project. 14.05.19 - Improvement Plan being drafted. Due to be finalised 31.05.19. Implementation to be completed by 31.07.20	Improved performance of the % of Statutory Health Assessments completed	RHA	66%			(Designated Professionals and Commissioned Health providers)	Jul-20	Green
3a		Improved access to specialist health services for CLA On review of future commissioning for health provision ensure that service specifications prioritise access for LAC and care leavers and reflect their additional vulnerabilities .	Sexual health - IAPT (Improving Access to Psychological Therapies) services in Fylde & Wyre Mental & emotional health needs -CASHER (Children & Adolescent Support & Help Enhanced Response) in BTH 14.05.19 - Thrive Model to be presented by Dave CARR at the PCIOC Board in June 2019. Attendance at Health events. Offer of AMBIT 5 Day Instructor Training courses to Family Support Workers.		Number of children and young people accessing services				Health (CCG and Commissioned Health providers)	Nov-19	Amber
3b		Improved access to specialist health services for CLA On review of future commissioning for health provision ensure that service specifications prioritise access for LAC and care leavers and reflect their additional vulnerabilities .	Sexual health - IAPT (Improving Access to Psychological Therapies) services in Fylde & Wyre Mental & emotional health needs -CASHER (Children & Adolescent Support & Help Enhanced Response) in BTH 14.05.19 - Thrive Model to be presented by Dave CARR at the PCIOC Board in June 2019. Attendance at Health events. Offer of AMBIT 5 Day Instructor Training courses to Family Support Workers.	Feedback from children and young people regarding their experiences					Health (CCG and Commissioned Health providers)	Nov-19	Amber
4		To explore innovative ways to improve the health and wellbeing of the children and young people we care for	To explore participation events Include information on THRIVE Model 14.05.19 - Thrive Model to be presented by Dave CARR at the PCIOC Board in June 2019. Attendance at Health events. Offer of AMBIT 5 Day Instructor Training courses to Family Support Workers.	TBC					Permanence & Corporate Parenting Board Public Health Strategic lead for Participation	Mar-20	Amber
5		The children and young people JSNA to be updated to reflect the Lancashire LAC populations specific health needs to inform future commissioning of services.	29.03.19 - CW advised Project group to review the JSNA is scheduled for April 2019						Public Health	Mar-20	Green
6		Workshops will be available for Health professionals working with children and young people on their roles and responsibilities as Corporate Parents	Attendance at workshops.  Feedback from children and young people regarding their experiences			29.03.19 - CW advised This information will need to be obtained from health providers.			Health ( Designated Professionals and Commissioned Health providers)	Jun-19	Green

<b>Objective 7 –Children and Young People will receive Financial support</b> 'To ensure that Young People have enough money to provide for their needs whilst in care and after they have left care and ensure that they are supported financially to establish their own homes'.										
<b>How will we Achieve this:</b> ' We will ensure that young people are able to use their money more efficiently and effectively by reducing the bureaucracy around expenditure and have the skills to manage their finances in preparation for leaving care'										
1	4.7.5	Engagement in ASDAN Programme to commence at 15 ¾ yrs. with focus upon wise spending	Promotion of ASDAN through existing mechanisms in LCC 13.05.19 - Leaving Coordinator confirms ASDAN is continually being promoted. Pilot Group on Life Skills to commence end of June for 6 months. Outcomes to be reported to the PCIOC Board. July G2G - Foster Carer Training has been delivered and Fostering Support Meeting have been held. 23.07.19 - ASDAN also captured in the Review of the Leaving Care Service Life Skills Group - pilot of 8 young people in foster care commenced in late June for 6 month period preparing young people for independence. The Pilot will be assessed to identify whether this will become a countywide approach to group work. The Leaving Care Service and their offer is being reviewed fully and a questionnaire has been put to care leavers on the service they receive. On the 6th of August a meeting will be held with the Leaving Care Team Managers and the care leaver's feedback will be used to shape, enhance and measure the current offer.		Increase in ASDAN certificates issued	1 Sept 2017 - 13.05.19	100	Brendan Lee - Strategic Lead for Care Leavers L & D CSC SIA	Mar-19	Amber
2		Support young people to access education training and employment so that they are not reliant on benefits	This is currently being reviewed a part of the Leaving Care Review.					Brendan Lee - Strategic Lead for Care Leavers	31/12/19	Green
3		Work with DWP to ensure Care Leavers are able to access benefits timely	13.05.19 - DWP Protocol has been signed off by acting Director of Children Social Care to enable Care Leavers to access support and benefits timely. This has improved partnership working between LCC Leaving Care Team and DWP to benefit Care Leavers 23.07.19 - Action Complete. Close.					Brendan Lee - Strategic Lead for Care Leavers		Blue
5		Explore creative events with care leavers and implement. i.e. Drop In's, cookery classes	14.05.19 - Pilot Group on Life Skills to commence end of June for 6 months. Outcomes to be reported to the PCIOC Board.					Jane Hylton	01./03/20	Green
7a		Improve engagement of young people in Pathway Planning for 16+			Number of young people with quality Pathway Plans			CSC – Leaving Care SIA	Ongoing-Mar-20	Green
7b		Improve engagement of young people in Pathway Planning for 16+	Linked to Objective 3, Action 13c 02.08.19 -Planning meeting to scope out the audits on 15.08.19	Audit to advise on quality of Pathways Plans including Improved engagement of young people				SIA	Nov-19	Green
<b>Objective 8 - Our Children and Young People are protected from harm and or Risk of Exploitation</b> 'To ensure that children are protected from harm and exploitation and ensure that they are provided with support to overcome any pull factors that would lead them to being exploited'.										
<b>How will we Achieve this:</b> ' We will work with our partner's; police, health and the LSCB to ensure that we are sharing information and targeting service to prevent exploitation at every opportunity'										
3		Liaise with Victoria Gibson to see if there has been anything done via LSCB to promote awareness across Lancs regarding exploitation - for those working with children i.e. - PSE in schools						Victoria Gibson LSCB	30/09/19	Green
<b>Objective 9 - Children and Young People in our Care and Care leavers' achievements are celebrated</b> 'To ensure that the children we look after and have looked after, are recognised for their achievements and successes'.										
<b>How will we Achieve this:</b> 'We have great aspirations for our children in care and we will acknowledge and celebrate their achievements'										
2		'To ensure that the children we look after and have looked after, are recognised for their achievements and successes'.	To present information to the Corporate Parenting Board on how CSC have celebrated achievements and successes of CLA in 2018/19. Advise all CLA Forums of the Virtual School Superstars - Rewarding Achievement and ask them how else they would like to celebrate their success and achievements CSC to confirm what they will do in celebrate achievements and successes of CLA in 2019/2020					Barbara Bath - Strategic Lead Permanence, Corporate Parenting and Children in Our Care Gavin Redhead - Strategic Lead Participation	30/09/19	Green

Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

3		Virtual School Superstars - Rewarding Achievement	<p>The Virtual School are launching a new rewards programme for Lancashire CLA pupils from Reception through to Year 11 in partnership with Designated Teachers. The aims of the reward programme is to;</p> <ul style="list-style-type: none"><li>• raise aspirations and promote a positive ethos of success and achievement that is accessible to all pupils</li><li>• increase pupils self-esteem through positive recognition</li><li>• enable and support pupils in developing the skills and attitudes required to meet the challenges of adult life</li><li>• encourage all pupils to make progress in their studies and to give opportunities to be recognised for their successes however small</li></ul> <p>Each half term the Virtual School rewards team will assess each no. There will be 20 top prizes of £20 One4All e-vouchers. All other entries will get a small token of a stationary item as a prize such as a pencil or a pen. All entries will get a certificate of achievement.</p>					Virtual School	31/07/20	Green
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Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

Ref	Getting to Good Plan Ref	Activity	Progress	Evidence	Metric	Current Data & Date	Target Data & Date	Responsible Service	Timescales	BRAG
<b>Objective 1 – Our Children and Young People have a voice in the way we deliver our services.</b> 'To ensure that children and young people are consulted and actively participate in the decisions we make about how we deliver our services'. Nothing about me without me.										
<b>How will we Achieve this:</b> 'We will engage our young people regarding the services we deliver and the services we commission. We will do this through various avenues with individuals or through LINX (The Children in Care Council) Powar and Care Leavers Forums and ensure we use the feedback to shape the services we deliver.'										
1		Identify Internal Corporate Parent Champion leads for children in care and care leavers to champion the voice of the child	Corporate Parent Champion leads from each locality agreed at SMT 15.01.19. 26.03.19 - Meeting arranged 09.05.19 - EG, JL, BB, DC to consider next steps as this had been put on hold. 02.05.19 - PAP Mtg 30.04.19 - the Mtg noted the update. 14.05.19 - JL advised EG confirmed that this paused until the Director of Children's Social Care has been appointed. 14.05.19 - Decision required by acting DCS on whether to progress. A change to the Central Locality Champion is required due to staffing changes	Total 3 – 1/Locality (15.01.19) Peter Knowles – CSC Central Laura Chadwick – CSC East Amanda Barbour – CSC North	Locality Corporate Parenting Champions	Total 3 – 1/Locality Peter Knowles – CSC Central Laura Chadwick – CSC East Amanda Barbour – CSC North 15.01.19		Josie Lee – Improvement Partner	01/09/19	Green
2		Engage and identify Corporate Parent Champions from LCC Services and partner agencies - meeting required with Edwina Grant to finalise model	Edwina Grant to meet with Barbara Bath - Strategic lead for Permanence, Corporate Parenting and Children in Our Care and Josie Lee - Improvement partner. Meeting 09.05.19. 14.05.19 - JL advised EG confirmed that this paused until the Director of Children's social Care has been appointed.		LCC Corporate Parenting Champions Partner Agency Corporate Parenting Champions			Barbara Bath - Strategic lead for Permanence, Corporate Parenting and Children in Our Care and Josie Lee - Improvement partner	01/09/19	Green
7b		Children and Young People will actively participate in relevant staff interviews within the Children's Services Workforce	VG is working with GR regarding implementing Young People's Panels and Participation. This is being followed up by the Workforce Strategy Board.  This practice should be included in all HR policies – Gavin Redhead to advise HR via the Workforce Strategy Board		% of relevant interviews where young people's panel interviewed job roles working within in Children's' Services.			Strategic lead for Participation Victoria Gent - Strategic Lead for Workforce Development	01/09/19	Green
<b>Objective 2 - Children and Young People in Lancashire can remain safely at home</b> 'To ensure that early support is provided at the right time to prevent the need for statutory intervention'										
<b>How will we Achieve this:</b> 'We will work with our social workers and managers to ensure that they are equipped to manage complexity and provide intervention that brings about change to allow children to remain at home wherever possible and return home when they can. We will work with external providers and commissioning services to provide the right service at the right time to prevent escalation into statutory services.'										
5a		Early Help to provide intervention to prevent escalation into Statutory Services - referrals to CSC	Early Help Module has been developed on LCS recording system. 14.05.19 - DD has confirmed data can be obtained from EHM. JL has requested monthly reports from DD Team.		Reduction of referrals to CSC			Head of Service Children & Families & Wellbeing Service - Debbie Duffell	Impact by Feb 2019	Red
5b		Early Help to provide intervention to prevent escalation into Statutory Services - referrals stepped down from CSC	Early Help Module has been developed on LCS recording system. 14.05.19 - DD has confirmed data can be obtained from EHM. JL has requested monthly reports from DD Team.		Reduction of re-referral stepped down from CSC diverted cases from statutory intervention			Head of Service Children & Families & Wellbeing Service - Debbie Duffell	Impact by Feb 2019	Red
5c		Early Help to provide intervention to prevent escalation into Statutory Services - FGC	Early Help Module has been developed on LCS recording system. 14.05.19 - DD has confirmed data can be obtained from EHM. JL has requested monthly reports from DD Team. 15.05.19 Chris Hayes - We have now started to report on this and can confirm 20 CYP's receiving support from CFW are open to FGC at the end of April. This figure will go up and down depending on closure so it won't give the history just the snapshot in time. It might be best getting this from Anila's team directly if you want a "received in the month", "closed in the month" and "cumulative total". Also I don't receive the end reason on our reports so the FGC could be rejected by the family and we would only know the start and end date on the report so it would be misleading to report on success using this report. We tend to report on FGC for managing case open times.		Number of Family Group Conferences that have taken place in Early Help			Head of Service Children & Families & Wellbeing Service - Debbie Duffell	Impact by Feb 2019	Red
6a		Partner agencies to provide early help - CAFs	Early Help Module has been developed on LCS recording system. 14.05.19 - DD has confirmed data can be obtained from EHM. We can report on the number of ECAFs submitted by other agencies and also break this down to individual agencies. JL has requested monthly reports from DD Team. 15.05.19 Chris Hayes - The external CAF report is now fit for purpose however, after analysing a few records I have identify the data is not reliable. I am picking this up with the team that is responsible for updating the CAF E module and will look to scope the amount of records this impacts as I might need to consult with the helpdesk. My target is to have this data ready for the end of June with the view for it to be Jan19- Jun19 data set. As soon as this is ironed out I can send on a regular basis.		Number of CAF's completed by other agencies			Head of Service Children & Families & Wellbeing Service - Debbie Duffell	01/02/19	Red
6b		Partner agencies to provide early help - referrals to CSC	Early Help Module has been developed on LCS recording system. 14.05.19 - DD has confirmed data can be obtained from EHM. JL has requested monthly reports from DD Team.		Reduction in number of referrals and re-referrals to CSC			Head of Service Children & Families & Wellbeing Service - Debbie Duffell	01/02/19	Red

**Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan**

7b		Monitor reflective supervision with first-line mangers to enable reflection on the quality of practice and facilitate quality, critical challenge.	Managers will be trained in reflective supervision that supports social workers to manage diversity and build effective relationships with families. PAP v 1.0 26.04.19 - CMc provided the County Supervision Report March 2019 - The three highest performing teams for staff supervision in Match were the Team/Senior Managers in MASH/EDT (100%), EDT (93.8%) and West Lancs (91.9%) whilst the three teams with the poorest performance were the North Team/Senior Managers (25%), the Central Team/Senior Managers (45.5%) and the Exploitation Team (46.5%). 15.05.19 BG – performance still needs to improve 30.04.19 PAP Mtg 30.04.19 - HoS to review immediately and to take appropriate action to address.		Number of supervisions per month	June 2019: County supervision rate of 77.3% (57.7% reflective) Qualified SW & removing sickness 79.2% (reflective 56.2%)  3 Highest performing teams: Senior managers in East, SEND, Exploitation and MASH/EDT were 100%. FCG 94%: SIA senior managers and YOT: 90%  3 Lowest performing: Residential services: 57% Lancaster: 61% SIA: 60%		Principal Social Workers Children Social Care	01/02/19	Red
7c		Monitor reflective supervision with first-line mangers to enable reflection on the quality of practice and facilitate quality, critical challenge.	Managers will be trained in reflective supervision that supports social workers to manage diversity and build effective relationships with families. PAP v1.0 - 26.04.19 - CMc provided the County Supervision Report March 2019 - Supervision performance increased this month by 1.6%, the 12 month average supervision rate is 72.3%. No returns were received from the SEND service the APs or the FGC team however of the services that provided returns data was received for 92.7% of staff, 7% of records were returned blank this month which equates to 86 members of staff, a further increase on last month's returns. 15.05.19 BG – performance still needs to improve This month 3 Areas saw increased supervision rates whilst 3 saw a decline in supervision, Exploitation saw the greatest overall decline in performance with a change of -11.6% down to 46.5% this month, the lowest overall performance, the North also saw a decline in performance of -4.7% down to 64.2% this month and Central saw a decline of -3.3% to 69.8%. In terms of improved performance FARY saw the greatest improvement of +3.5% to 74.9% of staff having supervision, SIA saw an incline in performance of 2.6% to 82.2%, the best performance of the services, whilst East saw a very marginal increase of 0.8% to 76.3%. 30.04.19 PAP Mtg 30.04.19 - HoS to review immediately and to take appropriate action to address.		Increase in reflective supervision	64% Jan-19  57.7% June-19		Principal Social Workers Children Social Care	Quarterly Monitoring	Green
7d		Monitor reflective supervision with first-line mangers to enable reflection on the quality of practice and facilitate quality, critical challenge.	Managers will be trained in reflective supervision that supports social workers to manage diversity and build effective relationships with families. 15.05.19 BG – performance still needs to improve. A qualitative audit can be started now that increased capacity is available in the Audit Team.	Qualitative Audit of Reflective supervision		Just QSW and removing sickness absence is 61.2% reflective  56.2% June-19		Principal Social Workers Children Social Care Quantitative Reporting - Cat McGrath - PDRO Qualitative Reporting - Chris Turner - Audit Team	01/02/19	Red
9a		Life Chances Fund - Social Impact Bond Project to be implemented - CYP diverted from care	Successful Bid. Project in development Phase. Implementation phase commences 30.09.19 30.04.19 HoS to ensure Permanence Tracker is up to date by 10 May so that the report from Lauren is fully up to date. All HoS to send details of process of consistently populating the Permanence Tracker to SA by 3 May.		Number of children on child protection plans and/or in pre proceedings that are diverted from care			Policy, Information & Commissioning Children Social Care Safeguarding, Inspection and Audit	01/11/19	Green
9b		Life Chances Fund - Social Impact Bond Project to be implemented - PLO	Successful Bid. Project in development Phase. Implementation phase commences 30.09.19 30.04.19 HoS to ensure Permanence Tracker is up to date by 10 May so that the report from Lauren is fully up to date. All HoS to send details of process of consistently populating the Permanence Tracker to SA by 3 May.		Reduction of children in PLO:			Policy, Information & Commissioning Children Social Care Safeguarding, Inspection and Audit	01/11/19	Green
9c		Life Chances Fund - Social Impact Bond Project to be implemented - reunification	Successful Bid. Project in development Phase. Implementation phase commences 30.09.19 30.04.19 HoS to ensure Permanence Tracker is up to date by 10 May so that the report from Lauren is fully up to date. All HoS to send details of process of consistently populating the Permanence Tracker to SA by 3 May.		Increase Number of children who return home and remain at home			Policy, Information & Commissioning Children Social Care Safeguarding, Inspection and Audit	01/11/19	Green
<b>Objective 3 - Our Care Leavers in Lancashire will have a 'Local Offer'</b> 'To ensure that all care leavers feel supported and can access a range of services to promote their continued wellbeing into adulthood'.										
<b>How will we Achieve this:</b> 'We will ensure that we have sufficient strategy meets the needs of all of the children and young people in our care, we will review and update our sufficiency plan and will include feedback from our young people to ensure that we work with providers to shape our service, we will work with partners to improve services'										



**Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan**

12a		Education/Training Opportunities are available	All secondary schools in Lancashire have a named Virtual School Employment Officer who provides additional CEIAG support to all year 10 ( from Set 19) and year 11 CLA. This includes support to access work experience placements. Review of role of PA in relation to supporting CLA and Care Leavers into EET is being carried out to identify and provide any training needs. Focus on barriers to EET for significant % of CLA/Care Leavers of poor emotional/mental health to identify sources of effective support.		Numbers of apprentices	2018-2019 85 work experience placements accessed, 80 young people supported into employment, 31 of these were Apprentices. 41 young people supported to college/university, 44 young people supported onto employability courses.  2019 – 2020 To date; 32 work experience placements accessed, 26 young people supported into employment, 6 of these were Apprentices. 10 young people supported to college/university, 14 young people supported onto employability courses.	Data for 2017-18 was 10.  31 new apprenticeship started in 2018-19 : date July 2019 NB. Service target was 20.  40 new apprenticeship started in 2019-20 ( by April 2020 )	Audrey Swann - Head of Service Virtual Schools	01/03/2019 and ongoing	Green
12b		Education/Training Opportunities are available	Number of care leavers accessing opportunities within LCC is increasing. EST merged with Virtual School team and providing bespoke CEIAG support to CLA/Care leavers. LCC EET plan in place. Operational EET panels have been reviewed and will be relaunched in Autumn 2019. CLA/Care Leavers Strategy Group to be formed to further develop strategies and monitor progress .		Number of Placements/work experience within LCC  Reduction in NEET	2018-2019 within LCC 32 work experience placements, 21 Apprentices.  117 Year 11 pupils had an Employment Officer to access Careers, Education, Information and Guidance  2019-20 so far; 8 work experience placements and 3 Apprenticeships	32 work experience placements, 21 Apprentices. June 2019: EET Age 18: 56% Age 21: 43%  50 placements to have been accessed within LCC in 2019-2020 ( by April 2020 )  May 2020: EET	Audrey Swann - Head of Service Virtual Schools	01/03/2019 and ongoing	Green
14	4.7.5	Preparation for Independent Living to commence earlier. Introduce ASDAN at 15 %.	July G2G - Foster Carer Training has been delivered and Fostering Support Meeting have been held. 23.07.19 - ASDAN also captured in the Review of the Leaving Care Service Life Skills Group - pilot of 8 young people in foster care commenced in late June for 6 month period preparing young people for independence. The Pilot will be assessed to identify whether this will become a countywide approach to group work. The Leaving Care Service and their offer is being reviewed fully and a questionnaire has been put to care leavers on the service they receive. On the 6th of August a meeting will be held with the Leaving Care Team Managers and the care leaver's feedback will be used to shape, enhance and measure the current offer.	Number of young people completed ASDAN and have a certificate	Number books given out  Number of Certificates issued	374 Sept 2017 - 06.03.19  1 Sept 2017 - 06.03.19		Brendan Lee - Strategic Lead for Care Leavers  CSC – Leaving Care	Apr-19	Amber
<b>Objective 4 – Children and Young People will be supported in their Education, Employment and Training</b> 'To close the achievement gap between those children and Young People that the Local Authority cares for and those that are cared for by their own families'										
<b>How will we Achieve this:</b> 'We will ensure that are social workers and managers use each child and young person Personal Education Plan as an active tool to inform where support is required to close the gap in education attainment, especially at Key Stage 4 by providing earlier support through the pupil premium regarding support or additional private tutoring'										
<b>Objective 5 – Children and Young People will have a suitable place to live and be cared for</b> 'To ensure that the children and Young People we care for have a range of suitable and appropriate accommodation to meet their immediate and long term needs'.										
<b>How will we Achieve this:</b> 'We will continue to review our Sufficiency Strategy to ensure that it is informed by feedback from children and young people in our care and feedback is used to reshape our services'										
1c		The Sufficiency Strategy Addendum outlines targets to improve the number of foster homes for CYP.			Increase the number of foster placements as an alternative to residential care	The % of CLA in foster care placements is now within the target range of 60%-70% (61.4% at end of June 2019)	60% in fostering (Getting to Good Target) 01/06/2019	Policy, Information & Commissioning		
1d		The Sufficiency Strategy Addendum outlines targets to improve the number of foster homes for CYP.			Reduction in Residential Placements	190 (June 2019 data)	183 (Revised Sufficiency Strategy target July 2019)	Policy, Information & Commissioning		
2b		Promote and identify children and young people suitable for the step down to foster care program	Step down to Foster Care implemented and successful placements secured		Number of children identified for STFM	10 2018/19	13	Policy, Information & Commissioning		Green
<b>Objective 6 – The Health and Wellbeing of our Children and Young People will be a priority for Lancashire County Council</b> 'To improve the health and wellbeing of the children and young people we care for'.										
<b>How will we Achieve this:</b> 'We will work in partnership with our health colleagues to ensure that the health needs of children and young people in our care are prioritised and met and our children are involved in their assessments, strength and difficulty questionnaires will be used as an active tool to inform assessments and care plans and intervention '										
1		SDQ to be used as an active tool and informs care planning arrangements	Progress under SDQ Project 14.05.19 - this is now included in the Health Assessment Project. Improvement Plan being drafted. Due to be finalised 31.05.19. Implementation to be completed by 31.07.19		Number of SDQ linked to PEPs			LCC Health (with oversight from Designated professionals	Jul-20	Green

Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

2b1		Improved timeliness and quality of Health assessments	Progress under Improved Health assessments and Pathways Project. 14.05.19 - Improvement Plan being drafted. Due to be finalised 31.05.19. Implementation to be completed by 31.07.20	Improved performance of the % of Statutory Health Assessments completed	IHA	18% July 19		(Designated Professionals and Commissioned Health providers)	Jul-20	Green
2b2		Improved timeliness and quality of Health assessments	Progress under Improved Health assessments and Pathways Project. 14.05.19 - Improvement Plan being drafted. Due to be finalised 31.05.19. Implementation to be completed by 31.07.21	Improved performance of the % of Statutory Health Assessments completed	RHA	68% July 19		(Designated Professionals and Commissioned Health providers)	Jul-20	Green
3a		Improved access to specialist health services for CLA On review of future commissioning for health provision ensure that service specifications prioritise access for LAC and care leavers and reflect their additional vulnerabilities .	Sexual health - IAPT (Improving Access to Psychological Therapies) services in Fylde & Wyre Mental & emotional health needs -CASHER (Children & Adolescent Support & Help Enhanced Response) in BTH 14.05.19 - Thrive Model to be presented by Dave CARR at the PCIOC Board in June 2019. Attendance at Health events. Offer of AMBIT 5 Day Instructor Training courses to Family Support Workers.		Number of children and young people accessing services			Health (CCG and Commissioned Health providers)	Nov-19	Amber
<b>Objective 7 –Children and Young People will receive Financial support</b> 'To ensure that Young People have enough money to provide for their needs whilst in care and after they have left care and ensure that they are supported financially to establish their own homes'.										
<b>How will we Achieve this:</b> ' We will ensure that young people are able to use their money more efficiently and effectively by reducing the bureaucracy around expenditure and have the skills to manage their finances in preparation for leaving care'										
1		Engagement in ASDAN Programme to commence at 15 ¼ yrs. with focus upon wise spending	Promotion of ASDAN through existing mechanisms in LCC 13.05.19 - Leaving Coordinator confirms ASDAN is continually being promoted. Pilot Group on Life Skills to commence end of June for 6 months. Outcomes to be reported to the PCIOC Board.		Increase in ASDAN certificates issued	1 Sept 2017 - 13.05.19	100	Brendan Lee - Strategic Lead for Care Leavers L & D CSC SIA	Mar-19	Green
7a		Improve engagement of young people in Pathway Planning for 16+			Number of young people with quality Pathway Plans			CSC – Leaving Care SIA	Ongoing-Mar-20	Green
<b>Objective 8 - Our Children and Young People are protected from harm and or Risk of Exploitation</b> 'To ensure that children are protected from harm and exploitation and ensure that they are provided with support to overcome any pull factors that would lead them to being exploited'.										
<b>How will we Achieve this:</b> ' We will work with our partner's; police, health and the LSCB to ensure that we are sharing information and targeting service to prevent exploitation at every opportunity'										
<b>Objective 9 - Children and Young People in our Care and Care leavers' achievements are celebrated</b> 'To ensure that the children we look after and have looked after, are recognised for their achievements and successes'.										
<b>How will we Achieve this:</b> 'We have great aspirations for our children in care and we will acknowledge and celebrate their achievements'										

Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

Ref	Getting to Good Plan Ref	Activity	Progress	Evidence	Metric	Current Data & Date	Target Data & Date	Responsible Service	Timescales	BRAG
<b>Objective 1 – Our Children and Young People have a voice in the way we deliver our services.</b> 'To ensure that children and young people are consulted and actively participate in the decisions we make about how we deliver our services'. Nothing about me without me.										
<b>How will we Achieve this:</b> 'We will engage our young people regarding the services we deliver and the services we commission. We will do this through various avenues with individuals or through LINX (The Children in Care Council) Powar and Care Leavers Forums and ensure we use the feedback to shape the services we deliver.'										
3a1		To consult with young people regarding the services we commission through the commissioning process	This is standard practice already happening and an ongoing activity	Data on young people who have been consulted during commission development. See email.	The Participation Contract, held by Barnardo's (who deliver LINX, POWAR and Care Leavers Group) supported CYP	285 2018/19		Policy, Information & Commissioning	Nov 18 – Nov 19	Green
3a2		To consult with young people regarding the services we commission through the commissioning process	This is standard practice already happening and an ongoing activity 14.05.19 - LCC current legal position is CYP cannot be involved in the tender process. However CYP can influence a question that might be asked.	Data on young people who have been consulted during commission development. See email.	Percentage of service specifications consulting young people	100% 2018/19	100% 2019/20	Policy, Information & Commissioning	Nov 18 – Nov 19	Green
3b		To consult with young people regarding the services we commission through the commissioning process	This is standard practice already happening and an ongoing activity 14.05.19 Building into new commissions the quarterly monitoring questions, wherever possible.	What have we done to change anything?					Nov 18 – Nov 19	Green
3c		To review how the delivery of commissioned services for children and young people, is being influenced by their feedback.	Gavin Redhead to ensure commissioned services are monitored quarterly and service user voice forms part of the quarterly report	GR – review monitoring reports with PIC team		14.05.19 Advocacy / Participation and Young Carers Contracts include this. 04.06.19 Review of all CYP Commission monitoring reports requested.		Strategic lead for Participation - Policy Information and Commissioning	Mar 19 – ongoing quarterly	Green
3d		To implement changes from any feedback at Objective 1 3c.	14.05.19 Participation Commission Annual Review - CYP complained about quality of involvement in CAMHS review - separate consultation agreed for LINX/POWAR with commissioner. Q questions raised by CYP to be shared with SEND Partnership Board and Corporate Parenting Board	What have we done to change anything?		04.06.19 SEND Partnership Board discussed and responded to questions raised and several actions initiated				Green
4a		Feedback will be collected from young people participating in reviews, Advocacy, complaints and compliments.	Young people participate in reviews	Number of children who feedback from their review	CLA Participation	99.9% - Out of the 10,290 reviews held between 01/04/2018 and 31/12/2018 10282 reviews where the child or young person participated. up to 31/12/18		Head of Service Safeguarding, Inspection & Audit	18/12/19	Green
4b		Feedback will be collected from young people participating in reviews, Advocacy, complaints and compliments.	Reports are being provided from advocacy, complaints and compliments. Learning to be used to inform training	Data on advocacy complaints and compliments	Complaints	• Jan – Mar 2017/18 - 6 • April – June 2018 - 7 • July – Sep 2018 - 8 • Oct – Dec 2018 - 7		Customer Feedback Team Principal Social Worker Strategic lead for Participation	18.02.19	Green
4c		Feedback will be collected from young people participating in reviews, Advocacy, complaints and compliments.	Promotion of the 'Top tips for social workers'	How is learning implemented into Practice?				Learning & Development Children's Services Heads of Service Principal Social Worker	November 2018 Revisit through 2019	Green
4d		Feedback will be collected from young people participating in reviews, Advocacy, complaints and compliments.	Information from Mind Of My Own and Audits of how 'Voice of the Child has influenced decisions / services 14.05.19 Q4 Audit has not identified any examples of where Mind of My Own has been used to capture the Voice of the Child and influence decisions - revisit audit tool with audit team					Strategic lead for Participation	2018-2019	Green
5a1		Feedback will be collected from children/young people's forums and surveys	Direct feedback and involvement from children and young people	Number of consultations/surveys	Total Number of services users accessing LINX (Children in Care Council), POWAR (SEND) and the Care Leavers Forum	290 Q1 2019		Strategic lead for Participation Children Social Care Leaving Care Development Officer and Apprentice		Green



**Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan**

5a2		Feedback will be collected from children/young people's forums and surveys	Direct feedback and involvement from children and young people	Number of consultations/surveys	Number of Meeting/activities members of LINX have been involved in, including primary group sessions, LINX East and the Media group	27 Q1 2019		Strategic lead for Participation Children Social Care Leaving Care Development Officer and Apprentice		Green
5a3		Feedback will be collected from children/young people's forums and surveys	Direct feedback and involvement from children and young people	Number of consultations/surveys	Number of Meeting/activities members of Powar have been involved in , including POWAR meetings, SEND Partnership Board and Engagement Task and Finish Group	26 Q 1 2019		Strategic lead for Participation Children Social Care Leaving Care Development Officer and Apprentice		Green
5a4		Feedback will be collected from children/young people's forums and surveys	Direct feedback and involvement from children and young people	Number of consultations/surveys	Number of Meeting/activities members of the Care Leavers Forum have been involved in, including Care Leavers Forum meetings, Corporate Parenting Board and the National Leaving Care Benchmarking Forum	27 Q1 2019		Strategic lead for Participation Children Social Care Leaving Care Development Officer and Apprentice		Green
5a5		Feedback will be collected from children/young people's forums and surveys	Direct feedback and involvement from children and young people	Number of consultations/surveys	Number of practitioners and carers attended participation training provided by LINX, POWAR and the Care Leavers forum have collectively	200+ Q1 2019		Strategic lead for Participation Children Social Care Leaving Care Development Officer and Apprentice		Green
5a5		Feedback will be collected from children/young people's forums and surveys	Direct feedback and involvement from children and young people	Number of consultations/surveys	Number of young people participated in one of the three inspections	18 2018/19		Strategic lead for Participation Children Social Care Leaving Care Development Officer and Apprentice		Green
5a6		Feedback will be collected from children/young people's forums and surveys	Direct feedback and involvement from children and young people 05.07.19 - Social Work Academy Induction, Social Work Academy 3 month Review, , Foster Carer Support Group Visit, Participation Conference. POWAR Comms Film – We are estimating this has reached 100+ people as it has been sent out within the LCC teams.	Number of consultations/surveys	Locality Youth Councils have a core regular attendance at youth council meetings of - number of young people specific to those previous 12 District Youth Councils	213 2018/19		Strategic lead for Participation Children Social Care Leaving Care Development Officer and Apprentice		Green

Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

5a7		Feedback will be collected from children/young people's forums and surveys	Direct feedback and involvement from children and young people	Number of consultations/surveys	Percentage of cohort are from the vulnerable groups of CLA, LDD, Youth Offending Team, Homelessness, NEET, Young Carers and Health & Wellbeing	11% 2018/19		Strategic lead for Participation Children Social Care Leaving Care Development Officer and Apprentice		Green
5a8		Feedback will be collected from children/young people's forums and surveys	Direct feedback and involvement from children and young people	Number of consultations/surveys	Apart from the core Locality Youth Council meetings we also have , number of unique attendances by young people across the 5 localities of Lancashire	459 2018/19		Strategic lead for Participation Children Social Care Leaving Care Development Officer and Apprentice		Green
5a9		Feedback will be collected from children/young people's forums and surveys	Direct feedback and involvement from children and young people 05.07.19 - NYA have now taken over the Advocacy / IVcontract - first quarter data not yet available	Number of consultations/surveys	The Children's Society commission delivering the Children's Rights Advocacy and Independent Visitor Service, number of referrals 240 - 4 of which are referrals for children subject to child protection	240 2018/2019		Strategic lead for Participation Children Social Care Leaving Care Development Officer and Apprentice		Green
5a10		Feedback will be collected from children/young people's forums and surveys	Direct feedback and involvement from children and young people	Number of consultations/surveys	March 2018 local elections - number of digital votes for 23 candidates	3479 Mar-18		Strategic lead for Participation Children Social Care Leaving Care Development Officer and Apprentice		Green
5a11		Feedback will be collected from children/young people's forums and surveys	Direct feedback and involvement from children and young people	Number of consultations/surveys	Care Leaver Apprenticeships	35 2018/19		Strategic lead for Participation Children Social Care Leaving Care Development Officer and Apprentice		Green
6		Learn from the experience of children who have left care and who are in care i.e. care leavers 16+	14.05.19 Care Leavers Forum is currently being refreshed through care leavers. Development day being held with 'younger' care leavers 29.05.19 - 04.06.19 * new care leavers recruited to the forum 14.05.19 Care Leavers Peer Mentoring survey completed - proceed with low level pilot 05.07.19 - Peer Mentoring to be 'paused' whilst Leaving Care Review takes place. 05.07.19 - Care Leaver taking place	Feedback from LINX, Powar, CIOC and care leavers forum  Current: See data at 5 above.				Strategic lead for Participation CSC – Leaving Care		Amber
8a		Feedback from young people to the Employment Support Team	Case studies are collected after a success event to inspire other young people to achieve too and to reflect our programme delivery	Case studies collected by the Employment	Number of Case studies collected			Employment Support Team	Ongoing	Green
8b		Feedback from young people to the Employment Support Team	Employment Officer's ask during 1-1 reviews how we can support them as an individual.	Action Plans undertaken with the young person at 1-1's to look at support and next steps.	Number of Action Plans undertaken			Employment Support Team	Ongoing	Green

Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

8c		Feedback from young people to the Employment Support Team	A questionnaire for Leaving Care Personal Adviser teams has been devised and is to be shared to capture professionals and young people comments on the EST service delivery	Meeting on 31.1.19 to share questionnaire and feedback to be evaluated before April 2019 new financial years delivery	Number of Questionnaires completed			Employment Support Team	31/04/19	Amber
10a		Audit how we capture the voice of the child to help support effective practice and shape future services, including the use of Mind of My Own - LCC	This is captured in the monthly tier 2 audit. 14.05.19 Q4 Audit has not identified any examples of where Mind of My Own has been used to capture the Voice of the Child and influence decisions - revisit audit tool with audit team	Contained in the monthly audit report				Chris Turner - Audit Team Strategic lead for Participation re Mind of My Own	Ongoing	Green
13a		Implement agreed Strategic Framework that captures CYP feedback to influence service delivery	Review of participation reporting / recording systems Proposal to SMT – Feb 2019 agreed. 04.06.19 Lancashire Participation Network development session scheduled for 'Participation Champions' on 13.06.19 to influence priorities in the Strategic Framework Initial research project discussion with UCLan / Lancaster					Strategic lead for Participation	01/09/19	Green
13b		Using the Participation Framework, ensure the feedback from young people is triangulated into purposeful practice and/or is used to shape services and informs social work practice	Implementation of participation reporting / recording systems 05.07.19 - Reviewing participation recording mechanisms to inform future systems					Principal Social Worker Strategic Lead for Participation	01/09/19	Green
15		Develop Participation Champions across LCC in line with the Participation Framework	14.05.19 Several Participation Champions have been identified. First meeting of Lancashire Participation Champions scheduled for June 19. Ketso appreciative enquiry to take place to inform Strategic Framework development. CYP consultation to follow this. 05.07.19 - LPN meeting took place with 15 (of 31) 'Participation Champions' in attendance. Ketso activity took place and thematic analysis now underway. - LPN to meet again in September					Strategic Lead for Participation	30.09.19	Green

Appendix CLA and CL EET Plan

Current Data: June 2018.

Year/age	Number	EET	NEET	Not available for EET	Not known.
12	207	68%	23%	9%	0%
13	195	54.50%	36%	8.00%	1.50%
19-21	405	51.60%	28.30%	20%	0%

Targets:

- To ensure all year 11 leavers have a planned destination for September (September guarantee).
- To increase the % of year 12 and year 13 CLA/Care Leavers who are in education, employment or training from the previous year- compared with June data (2018 year 12 :68% Year 13: 54.5%)
- To increase the % of Care Leavers aged 19-21 who are in education, employment or training from the previous year. ( 2018 51.6% )
- To increase the number of CLA/Care Leavers who progress into higher education.( June 2018 49 ( full time 2 (part time)
- To increase the number of CLA/Care Leavers in apprenticeships at levels 2-7.
- To increase the number of CLA/Care Leavers employed by Lancashire County Council including Apprenticeships in 2018-19 by a minimum of 50%. ( 2017-18 ; 10)



Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

Ref	Getting to Good Plan Ref	Activity	Progress	Evidence	Metric	Current Data & Date	Target Data & Date	Responsible Service	Timescales	BRAG
<b>Objective 1 – Our Children and Young People have a voice in the way we deliver our services.</b> 'To ensure that children and young people are consulted and actively participate in the decisions we make about how we deliver our services'. Nothing about me without me.										
<b>How will we Achieve this:</b> 'We will engage our young people regarding the services we deliver and the services we commission. We will do this through various avenues with individuals or through LINX (The Children in Care Council) Powar and Care Leavers Forums and ensure we use the feedback to shape the services we deliver.'										
7a		Children and Young People will actively participate in relevant senior officer interviews	Young people actively participated in EDCS interview and Strategic lead for Participation Interviews.					Strategic lead for Participation Victoria Gent - Strategic Lead for Workforce Development	01/04/19	Blue
12		Ensure Social workers are aware how LCC strategically and operationally consult with young people using feedback to shape services	11.03.19 -Updates of consultations and engagement on weekly brief, updates of participation work on the weekly brief and will continue to be shared. 22.03.19 - BG and GR to confirm that they are confident LCC are strategically and operationally aligned. 15.05.19 BG - BG and GR still to meet to discuss how these are aligned and to consider how participation and CYP feedback can be positively incorporated into new QA systems. 23.07.19 Action Complete. Close.					Principal Social Worker Strategic Lead for Participation	01/04/19	Blue
16		Develop a Mentoring Scheme for Care Leavers - Group Mentoring	13.05.19 - Pilot for Life Skills to commence end of June 19 for 6 months. 22.07.19 - Delivery commenced. Action closed.					Strategic lead for Participation Leaving Care Development Officer/Apprentice Leaving Care Team Manager's	30/06/19	Blue
<b>Objective 2 - Children and Young People in Lancashire can remain safely at home</b> 'To ensure that early support is provided at the right time to prevent the need for statutory intervention'										
<b>How will we Achieve this:</b> 'We will work with our social workers and managers to ensure that they are equipped to manage complexity and provide intervention that brings about change to allow children to remain at home wherever possible and return home when they can. We will work with external providers and commissioning services to provide the right service at the right time to prevent escalation into statutory services.'										
1a1		Review and adapt the Risk Sensible Model including Strength Based Approaches to ensure it incorporates and builds on families strengths. Roll out across Children Services - CiN	14.05.19 - As part of the Purposeful Practice Workshops, the Advanced Practitioner work content was adapted to make it more Strength Based. We haven't changed the risk model per se. Its always had a resilience framework but just wasn't really being promoted well. 15.05.19 BG - BG and VG developed suggestions for strengths-based approaches. Not agreed by SMT as yet, wider discussions ongoing about the model and plans to roll it out, but dates being tentatively booked June-July for district events that will promote our new approach and the SW Statement 23.07.19 - Action Closed.		Reduction in Children in Need Plans	1798 07/02/19		Principal Social worker Victoria Gent - Lead for Workforce Development	31/03/19	Blue
1a2		Review and adapt the Risk Sensible Model including Strength Based Approaches to ensure it incorporates and builds on families strengths. Roll out across Children Services - CP	14.05.19 - As part of the Purposeful Practice Workshops, the Advanced Practitioner work content was adapted to make it more Strength Based. We haven't changed the risk model per se. Its always had a resilience framework but just wasn't really being promoted well. 15.05.19 BG - BG and VG developed suggestions for strengths-based approaches. Not agreed by SMT as yet, wider discussions ongoing about the model and plans to roll it out, but dates being tentatively booked June-July for district events that will promote our new approach and the SW Statement 23.07.19 - Action Closed.		Reduction of: Child Protection plans	1359 07/02/19		Principal Social worker Victoria Gent - Strategic Lead for Workforce Development	31/03/19	Blue
1a3		Review and adapt the Risk Sensible Model including Strength Based Approaches to ensure it incorporates and builds on families strengths. Roll out across Children Services - LAC	14.05.19 - As part of the Purposeful Practice Workshops, the Advanced Practitioner work content was adapted to make it more Strength Based. We haven't changed the risk model per se. Its always had a resilience framework but just wasn't really being promoted well. 15.05.19 BG - BG and VG developed suggestions for strengths-based approaches. Not agreed by SMT as yet, wider discussions ongoing about the model and plans to roll it out, but dates being tentatively booked June-July for district events that will promote our new approach and the SW Statement 23.07.19 - Action Closed.		Reduction of Looked After Children Plans	2059 07/02/19	reduction by 130 by 01.06.19	Principal Social worker Victoria Gent - Strategic Lead for Workforce Development	31/03/19	Blue
3a		Monitor FGC is accessed at initial Child Protection Conference	This is now embedded into the Pre-Proceedings Protocol IRO's to include as recommendation Roll out by FGC 26.04.19 - A Smith - Weekly performance report to SMT by locality re: number of referrals by category, number of FGCs held by category, number of cases not allocated. Evidence provided. RAG - Blue. 30.04.19 - BG - Done - RAG Blue.		Referrals to C&FWB/FGC	6 Sept 18 - Jan 19		Andy Smith - Acting Head of Service Safeguarding, Inspection and Audit	01/02/19	Blue
3b		Monitor FGC is accessed at initial Child Protection Conference	This is now embedded into the Pre-Proceedings Protocol IRO's to include as recommendation Roll out by FGC 26.04.19 - A Smith - Weekly performance report to SMT by locality re: number of referrals by category, number of FGCs held by category, number of cases not allocated. Evidence provided. RAG - Blue. 30.04.19 - BG - Done - RAG Blue.		ICP Referrals	3 Dec-18		Andy Smith Head of Service Safeguarding, Inspection and Audit	01/02/19	Blue



Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

4b		Children and Young People are routinely offered access to Advocacy support for Child Protection	Social Workers must offer young people advocacy for S.47 and CP Conferences. This must be evidenced in case files. TriX updated accordingly. GR to liaise with Debbie Cookson to ensure consistent application of the Policy. 14.05.19 - Action complete close. BG to recirculate link in Weekly Brief - RM emailed BG accordingly.	How will this be evidenced? Do we have a young person's leaflet? How will this be implemented?		CP advocacy included in new Advocacy / IV commission – 4 cases to date. April 2019		Strategic lead for Participation	Mar-19	Blue
7a1		Strengthen reflective supervision with first-line mangers to enable reflection on the quality of practice and facilitate quality, critical challenge.	Managers will be trained in reflective supervision that supports social workers to manage diversity and build effective relationships with families.	Management courses Stats on attendance on	Children's Services Managers completed the Bournemouth University 'Improving Personal and Organisational Performance' course	22 2018/19		Learning & Development	01/02/19	Blue
7a2		Strengthen reflective supervision with first-line mangers to enable reflection on the quality of practice and facilitate quality, critical challenge.	Managers will be trained in reflective supervision that supports social workers to manage diversity and build effective relationships with families.	Management courses Stats on attendance on	Children's Services Managers completed the Research in Practice Middle Leaders Development	55 2018/19		Learning & Development	01/02/19	Blue
8a		Agree and Implement multiagency care planning process, pre proceedings and discharge process	Multi-agency Protocol, Pre- proceedings protocol and Discharge protocols signed off by SMT in autumn 2018.					Josie Lee – Improvement Partner	Dec-18	Blue
8b		Agree and implement the Permanence Policy	Care Planning protocol to be presented to SMT in March 19. BL completed the Protocol and circulated it 04.03.19 for comment prior to SMT 14.05.19 - The Permanence Policy has gone Live as planned. 29.03.19 - S Alam, Strategic Lead Corporate Parenting, has drafted the Permanence Policy, Practice and Procedures. This is being implemented. a systems solution will GO Live 01.05.19.					Shaeda Alam - Strategic Lead Corporate Parenting	Final Draft to SMT BY 30TH Jan 2019 amended 01.05.19	Blue
10a		Improve permanence for children in foster care by proactively encouraging carers to apply for Special Guardianship	Fostering have provided details of possible carers – these are to be implemented on tracker and tracked with children identified for discharge 30.04.19 HoS to ensure Permanence Tracker is up to date by 10 May so that the report from Lauren is fully up to date. All HoS to send details of process of consistently populating the Permanence Tracker to SA by 3 May.	Evidence required on how we are consistently going to do this, targeted training etc.	Increase number of children on FCO in Foster care who progress to SGO			Barbara Bath – Strategic lead for Permanence, Corporate Parenting and Children in Our Care	TBC	Blue
11a1 - a4		Reunification and Discharge of Care Orders project (not life chances)	Permanence tracker implemented to track reunification and discharge of Full Care Orders Home Placements - (discharge tab) 01/01/2019 – 31/07/2019 – 48 children subject to ICO home placement ceased to be LAC 01/03/2019 – 31/07/2019 – 33 children subject to a full care order ceased to LAC (DOES NOT INCLUDE AGED OUT)  01/08/2019 current position (discharge tab) Care Orders Home Placements - 353 Interim Care Order Home Placement - 68 children Full care Order Home Placement – 285 children  Filed with legal for discharge of order - 39 children To file within 1 month – 29 children To file within 3 months – 26 children To file over 3 month period 3 5 I am chasing up as date for filing with legal has passed  Reunification/discharge to SGO (discharge tab) Reunification 19 children under assessment for reunification SGO to foster carer 12 children none recorded as filed with legal - there has been recent changes where carer now has to make the application this will have had an impact SGO to connected carer/family 58 children	FCO placed at home		301	Target to reduce from current cohort to 150 over 12 months 30/3/20: reduction of 151 required 30/03/2020  Further 50 cases to be filed with legal for discharge of care order	Heads of Service SIA CSC FARY	31/12/19	Blue

Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

11a1,		Reunification and Discharge of Care Orders project (not life chances) - FCO	Permanence tracker implemented to track reunification and discharge of Full Care Orders 14.05.19 Discharges and reunifications as of 10th May 2019 – Josie Lee Strategic Improvement partner - 60 cases are still to file with legal Full care order placed with parent 21 have no estimated date for filing with legal 10 are due to progress 6-12 months – therefore there are 11 which need Information in put these have been sent to HOS 5 date has passed – these have been chased with team a manager 19 to file within 1 month <del>12 within 3 months</del>		FCO placed at home	301	Target to reduce from current cohort to 150 over 12 months 30/3/20: reduction of 151 required 30/03/2020	Heads of Service SIA CSC FARY		Blue
11a2		Reunification and Discharge of Care Orders project (not life chances) - Discharges	22.07.19 - The below information only refers to children who were on a full care order (children on an ICO - expect these children to be care planned through court to finish on a lesser order if the plan was to remain at home)  <b>Children on full care orders who have been Discharged from care since 01/04/2019</b>		Number of cases identified for discharge of order by June 30 <sup>th</sup>	58	Target to reduce from current cohort to 150 over 12 months 30/3/20: reduction of 151 required 30/03/2020  Further 50 cases to be filed	Heads of Service SIA CSC FARY	31/12/19	Blue
11a3		Reunification and Discharge of Care Orders project (not life chances) - ICO at home	Permanence tracker implemented to track reunification and discharge of Full Care Orders 14.05.19 Discharges and reunifications as of 10th May 2019 – Josie Lee Strategic Improvement partner - 64 cases have been identified for discharge to SGO, 47 are to a relative 17 are to a foster carer. <del>6 have been filed with legal, 5 are in the court process</del>		ICO placed at home	75		Heads of Service SIA CSC FARY		Blue
11a4		Reunification and Discharge of Care Orders project (not life chances) - Reunification	Permanence tracker implemented to track reunification and discharge of Full Care Orders 14.05.19 Discharges and reunifications as of 10th May 2019 – Josie Lee Strategic Improvement partner - 22 children have a plan of reunification, it is not possible from the tracker to establish how these are progressing, they should however be captured within the permanence panels.		Number of children identified for reunification who return home on FCO		45 30/06/2019	Heads of Service SIA CSC FARY		Blue
11b		Reunification and Discharge of Care Orders project (not life chances)	Reunification to be considered at all reviews where appropriate 15.05.19 - A Smith - The CLA Review practice guidance template used by IROs has been updated in October 2018 to reiterate that the appropriateness of reunification / discharge must be considered at each CLA Review. This directs the IRO to record – "Consideration regarding rehabilitation and discharge if appropriate." All home placements of over two years duration are addressed within each IRO supervision and actions agreed to achieve permanence. IRO / QR Managers will participate within Locality Permanence Panels to support themed interrogation of cases and progress towards permanency, including reunification / discharge. QR Managers are using the permanence tracker to ensure IROs formally respond to and monitor the implementation of reunification / discharge plans. (see 11C below re use of tracker) 23.07.19 - Action complete Close.	Audit			100	Acting Head of Service SIA		Blue
11c		Reunification and Discharge of Care Orders project (not life chances)	Ensure cases are escalated through the escalation process when there is drift in care planning 15.05.19 A Smith - The IRO Service has developed a weekly reporting mechanism (via pivot tables from the tracker) that shows each Quality & Review Managers IRO cohort performance in respect of – • Formally responding to a proposed plan of discharge (including resolution where not agreed) leading to endorsement of the plan • Monitoring progress against deadlines to submit discharge paperwork <del>This will allow each QR Manager to understand performance for</del> 20.03.19 - DC advised - The Edge of Care Offer was discussed at CSC SMT on 26th February as part of the Demand Management item. Actions agreed included to undertake work with the FGC and outreach teams to ensure that we can better evidence impact both in terms of outcomes for young people and the financial implication, to continue with the Edge of Care commission and to consider, as part of the FSW review, how we will evidence impact." 26.03.19 - Outreach and FGC being discussed at SMT on 21 May.	Audit				Acting Head of Service SIA		Blue
12		Explore effective and increased use of Outreach work	<del>This will allow each QR Manager to understand performance for</del> 20.03.19 - DC advised - The Edge of Care Offer was discussed at CSC SMT on 26th February as part of the Demand Management item. Actions agreed included to undertake work with the FGC and outreach teams to ensure that we can better evidence impact both in terms of outcomes for young people and the financial implication, to continue with the Edge of Care commission and to consider, as part of the FSW review, how we will evidence impact." 26.03.19 - Outreach and FGC being discussed at SMT on 21 May.					Dave Carr - Head of Service Policy, information & Commissioning		Blue
13a	1.2	Develop a refreshed multi-agency Neglect Strategy in consultation with a wide range of partners to improve our	G2GP April QM - Completed. Neglect Strategy launched by the LSCB on the 1/04/2019.					Victoria Gent Head of Service, CSC, East Locality	Mar-19	Blue
13b	1.2	Develop operational delivery plans to ensure effective and meaningful delivery of the updated strategy.	July 19 - Neglect Strategy and toolkit launched and are on the new Children's Services intranet page. Also being promoted via the Social Work Academy and LSCB multi-agency training. Further work is required to embed use of the toolkit. Advanced Practitioner workshops planned to					Jane Booth Head of Service CSC, East Locality Jane Booth Chair of LSCB	Apr-19	Blue
13c	1.2	Deliver refreshed training to support the delivery of the Neglect Strategy	July 19 - Neglect Strategy and toolkit launched and are on the new Children's Services intranet page. Also being promoted via the Social Work Academy and LSCB multi-agency training. Further work is required to embed use of the toolkit. Advanced Practitioner					Victoria Gent Head of Service, CSC, East Locality Chair of LSCB	Jun-19	Blue
13d	1.2	Develop an online multi-agency toolkit to support the delivery of the Neglect Strategy	G2GP April QM - Completed. Toolkit launched alongside the Neglect Strategy. Tools accessible via the LSCB website. Link included on Children's Services Weekly Brief and will be briefed out to all staff.					Victoria Gent Head of Service CSC, East Locality	May-19	Blue
14b	1.3	Develop and deliver a workforce development programme and work place	Update Required from Brendan - this isn't about the workplace policy below but is about training staff in understanding DA and how to work					Brendan Lee - Strategic Lead for Care Leavers	May-19	Blue



Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

14d	1.3	Recommission the Lancashire Domestic Abuse Perpetrator Programme to reduce the risk of reoffending and improve life chances within vulnerable households.	G2G plan April QM - Completed – the recommissioned service started on 1 April and the attached information was circulated to managers, Brendan Lee and across LCC.					Clare Platt - Head of Health, Equity and Partnerships	Apr-19	Blue
14e	1.3	Implement the use of Operation Encompass to improve the timeliness of information sharing and support to children experiencing domestic abuse.	G2G plan April QM - Training delivered to all schools. Operation Encompass will be rolled out across the Lancashire footprint, including Blackpool and Blackburn with Darwen. This has created a slight delay in the implementation date and it is now due to 'go live' on the 1/05/2019. July Update -Roll out to schools completed. Phase 2 - roll out to nurseries and colleges planned.					Andy Smith Acting Head of Safeguarding, Inspection & Audit (SIA) Jane Booth Chair of LSCB	Feb-19	Blue
<b>Objective 3 - Our Care Leavers in Lancashire will have a 'Local Offer'</b> 'To ensure that all care leavers feel supported and can access a range of services to promote their continued wellbeing into adulthood'.										
<b>How will we Achieve this:</b> 'We will ensure that we have sufficient strategy meets the needs of all of the children and young people in our care, we will review and update our sufficiency plan and will include feedback from our young people to ensure that we work with providers to shape our service, we will work with partners to improve services'										
1a		To promote LA responsibilities to Care Leavers including 21+	Lancashire Local Offer launched on 23 October 2018		Number of hits to Lancashire Local Offer	531 22/10/18 – 18/12/18		CSC Comms	31/12/18	Blue
1b		To promote LA responsibilities to Care Leavers including 21+	LCS Box 21 devised and implemented 13.05.19 - LCS Box 21 tray has been in use for approximately 12 months.	To be evidenced				CSC – Leaving Care	Oct-18	Blue
2b1		Refresh Staying Put Policy and Implementation	02.05.19 - PAP Mtg 30.04.19 Approved by Cabinet on 10 April. RAG Blue.		Increase of Young People Staying Put	64 31/10/18			Apr-20	Blue
2b2		Refresh Staying Put Policy and Implementation	02.05.19 - PAP Mtg 30.04.19 Approved by Cabinet on 10 April. RAG Blue.		Increase 16/17 in supported lodgings				Apr-20	Blue
4		Consult with Care leavers to inform and shape provision required	Care leavers have been consulted through event and survey.	See email for evidence	Consultations that have taken place with YP in relation to supported accomm re-commissioning	117		Policy, Information & Commissioning	31.12.18	Blue
5a1		Launch The Right Placement for the Right Child workshops	Presentation to SMT on 4 December 2018. Train the Trainer taking place on 17 December 2018, training events scheduled across county commencing 14 Jan 2019. Delivery of Training January 19.		Attendance at workshops	384 28/02/19		L&D, Head of Services, SIA CSC FARY	Nov-19	Blue
5b		Wrap up the right child the Right Placement Workshops to be arranged for IRO and embedding in Social Work Academy	Workshops June 2019 - A total of 65 people attended these sessions • 06/06/2019 Towneley LC • 12/06/2019 The Exchange Academy 14.05.19 - JH to liaise with the lead of ESF Funded Projects to promote it on Local Offer					Josie Lee- Improvement Partner Dave Carr - Head of Service Policy, Information & Commissioning	30/09/19	Blue
12c		Education/Training Opportunities are available	14.05.19 - JH to liaise with the lead of ESF Funded Projects to promote it on Local Offer Martin Heywood considering the best wording re Social Value to include in Procurement Contract	Lancashire Skills and Employment Hub feature in the Care Leaver Local				Business Growth		Blue
12d		Education/Training Opportunities are available	Promotion of placements within LCC for CLA Duplicate of 12b - Close		Number of Placements within Employment Support Team			Audrey Swann - Head of Service Virtual Schools	Mar-19	Blue

Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

13a	4.7.1	Commission Bespoke training for Social Workers and Personal Advisors regarding leaving Care - Pathway Plans	23.07.19 GtG July Update- Local Offer is being further developed with partners - please see Leaving Care Improvement Plan.Training has been provided to all Personal Advisors by an external provider including on the Pathway Plan.					Victoria Gent -Strategic Lead Workforce Development  Rachel Rump Skills, Learning & Development	Mar-19	Blue
13b	4.7.2	Commission Bespoke training for Social Workers and Personal Advisors regarding leaving Care - emotional health needs	23.07.19 GtG July Update- The Leaving Care Service and their offer is being reviewed fully. A questionnaire has been put to care leavers on the service they receive. On the 6th of August a meeting will be held with the Leaving Care Team Managers and the care leaver's feedback will be used to shape, enhance and measure the current offer. John short has delivered targeted training to Personal Advisors and other support staff enabling them to better support children and young people with their emotional health needs.					Victoria Gent Head of Service, CSC East Locality Rachel Rump Skills, Learning and Development	Jun-19	Blue
<b>Objective 4 – Children and Young People will be supported in their Education, Employment and Training</b> 'To close the achievement gap between those children and Young People that the Local Authority cares for and those that are cared for by their own families'										
<b>How will we Achieve this:</b> 'We will ensure that are social workers and managers use each child and young person Personal Education Plan as an active tool to inform where support is required to close the gap in education attainment, especially at Key Stage 4 by providing earlier support through the pupil premium regarding support or additional private tutoring'										
1		Ensure children who require statutory intervention access 15 hrs nursery Provision from age 2 as provided by LCC	LCC have an offer. Rolled out and included in the Section 17 Policy		Number of children accessing this service			CSC Early Years	Apr-19	Blue
2a	4.6.5	Devise EET/NEET Plan to meet objective	Individual CEIAG support to all year 11 CLA in place. Increase in work/training related opportunities. G2G plan April QM - 08.04.19 A Swann - During 2018-19 academic year all Lancashire secondary schools with a Lancashire CLA have a named Virtual School Employment Officer. All year 11 CLA meet with this Employment Officer and a plan is agreed with the young person. Opportunities for work experience, work taster days, CV writing, part time work searching are also offered depending on the needs of the young person. From 2019-20 academic year this offer will be provided for all year 10 CLA with Lancashire. Improved tracking of care leavers in relation to EET July 19 - All year 11 CLA placed in Lancashire schools have individual CEIAG support from a Virtual School Employment Officer in place.	Progress of VS action Plan evidenced with data from action log	Work Experience			Virtual School CSC	Jan-19	Blue
2b	4.6.5	Devise EET/NEET Plan to meet objective	Individual CEIAG support to all year 11 CLA in place. Increase in work/training related opportunities. G2G plan April QM - 08.04.19 A Swann - During 2018-19 academic year all Lancashire secondary schools with a Lancashire CLA have a named Virtual School Employment Officer. All year 11 CLA meet with this Employment Officer and a plan is agreed with the young person. Opportunities for work experience, work taster days, CV writing, part time work searching are also offered depending on the needs of the young person. From 2019-20 academic year this offer will be provided for all year 10 CLA with Lancashire. Improved tracking of care leavers in relation to EET July 19 - All year 11 CLA placed in Lancashire schools have individual CEIAG support from a Virtual School Employment Officer in place.	Progress of VS action Plan evidenced with data from action log	CEIAG			Virtual School CSC	Year 11 - Sept 2018 Year 10 Sept 2019	Blue
3	4.6.1-10	Devise Key Stage 4 Plan to meet objective	Key stage 4 Plan in place Progress Tracking increased for year 10/11 CLA. Targeted PPG funding on English/Maths progress. KS4 education conference held. FE forum established.	Progress of VS action Plan evidenced with data from action log				Virtual School CSC	Spring Term 2019 - Nov 19	Blue
4a	3.4.4	Review of Personal Education Plan	30.04.19 - PAP Mtg 30.04.19 - Statement of requirements to be completed by Audrey Swann by 8 May. RFP to be completed and submitted to BTLs. July 19 - Projetc Plan developed Technicla Go Live date w.c. 30.09.19. operationla Go Live date TBC - either w.c. 30.09.19 or 06.01.20. Action Closed	Revised template in place and accessible to all appropriate professionals.				Virtual School	Sep-19	Blue
4b.		Child or Young Person's voice is evidenced in the PEP and influencing the plan	Gavin Redhead to review with Virtual School. 29.03.19 - the new template forms have included this. July 19 - Action icorporated into 4c. Action Closed	Audit of PEPS	% of PEP's where CYP voice is recorded and influenced plan		Jan-20	Audrey Swann - Head of Service Virtual Principal Social Worker Chris turner - Audit Team Strategic lead for Participation	01/04/19 - Ongoing  Jan-20	Blue
<b>Objective 5 – Children and Young People will have a suitable place to live and be cared for</b> 'To ensure that the children and Young People we care for have a range of suitable and appropriate accommodation to meet their immediate and long term needs'.										



Corporate Parenting Strategy November 2018 – March 2020 Delivery Plan

<b>How will we Achieve this:</b> 'We will continue to review our Sufficiency Strategy to ensure that it is informed by feedback from children and young people in our care and feedback is used to reshape our services'										
1a -b		Understand what provision is available and what is needed and Implement a plan to provide more control over the external residential market that is currently out for Procurement	See update in metrics tab. Action Closed.		Increase the number of foster placements as an alternative to residential care  Reduction in Residential Placements	59.3% in fostering Feb-19	60% in fostering (Getting to Good Target) 01/06/2019	Policy, Information & Commissioning	Jun-20	Blue
1a		Understand what provision is available and what is needed and Implement a plan to provide more control over the external residential market.	On a Lancashire footprint, we have a good understanding of need.  The current Independent Fostering Framework is generally providing good local capacity and the % CLA in Foster Placements is now within the target range. Despite the increase in foster care placements, it can still be challenging to find local fostering placements for all of our children and young people who need one, particularly our more complex young people. We aim to continue to ensure that we make maximum use of our in-house foster care placements and work proactively with IFAs to seek to increase the proportion of Lancashire children placed with IFA carers who live in Lancashire. (As of June 2019, our largest IFA had 45% of carers living in Lancashire looking after other local authorities' children and young people).  We have recently secured seed funding from the DfE to undertake a feasibility study with our neighbouring local authorities (Blackburn with Darwen, Blackpool and Cumbria) to explore how we can work differently together and with IFAs to increase the proportion of local carers looking after local children, building on our promising practice in relation to working collaboratively with IFAs to secure specialist step-down into fostering placements.		Increase the number of foster placements as an alternative to residential care	The % of CLA in foster care placements is now within the target range of 60%-70% (61.4% at end of June 2019)	60% in fostering (Getting to Good Target) 01/06/2019	Policy, Information & Commissioning	Apr-19	Blue
1b		Understand what provision is available and what is needed and Implement a plan to provide more control over the external residential market.	An exercise has been undertaken to understand provision required. We are going through the procurement process for provision through block purchase. 23.07.19 - Procurement have started to evaluate first stage selection criteria submissions – providers to be notified during July. The on-line request re "opportunity to provide properties for supported accommodation" has been published – deadline 29th July Met with Legal Services 5th June to consider other LA approaches. Met with Blackpool Coastal Housing re their priority housing service. Discussion with Manchester CC with regard to their in-house supported lodgings service.		Reduction in Residential Placements	190 (June 2019 data)	183 (Revised Sufficiency Strategy target July 2019)	Policy, Information & Commissioning	Apr-19	Blue
2		Promote and identify children and young people suitable for the step down to foster care program	Step down to Foster Care implemented and successful placements secured		Number of children in STFM	7 2018/19	6 May-19 10 May-20	Policy, Information & Commissioning		Blue
6		Improve Social Work knowledge regarding placements	Devising a training programme – The Right Placement for the Right Child  Preparations Complete.  Presentation to SMT on 4 December 2018.  Train the Trainer taking place on 17 December 2018, training events scheduled across county commencing 14 Jan 2019. 30.04.19 - PAP Mtg 30.04.19- RM to confirm that this is a business as usual item on the Social Academy.	Improved PL1 securing appropriate placements for children & young people	Reduced number of children in residential care			Policy, Information & Commissioning CSC L & D Advanced Practitioners	From Jan-19	Blue
11a		Head of Service to be provided with Sufficiency information on a weekly basis	Agreed at SMT 19.03.19. Weekly information to be sent from Fostering and ART to Senior Managers 14.05.19 - In house vacancies and Residential vacancies to be sent					Barbara Bath - Strategic Lead Permanence, Corporate Parenting and Children in Our	15/03/19	Blue
11b		Head of Service to be provided with Sufficiency information on a weekly basis	Agreed at PCIOC board 04.03.19. 29.03.19 K Harrison from ART - I haven't had a great impact from the weekly vacancy email. it is hoped that if there is a vacancy CSC 05.13.19 - email JL to HoS - if you have been completing the track and challenge weekly this information should be easily extracted from there. 22.03.19 - JL advised Weekly Track and Challenge East and Central. North to be confirmed 02.05.19 - PAP Mtg 30.04.19 RM to liaise with Jason Lynam for data. 14.05.19 - reviewed through Track and Challenge. Plans in place for CYP identified for Step Down. 23.07.19 - All children are reviewed via track and challenge and stepped down appropriately. Action Complete. Close					ART – Policy, Information & Commissioning		Blue
10a		Review all young people 16/17 in residential care with a view to semi independence or supported lodgings where appropriate Codes:H5,K1,K2,R1 (all in &out)				79		All Heads of Service in Children Social Care Brendan Lee Vicky Gent Rose Howley	15/03/19	Blue
17		Young Inspectors inspect residential facilities and make recommendations to improve based on findings	Inspection of residential properties by Young Inspectors 14.05.19 - Reminder noted for data required 2019/2010.		Number of young people participated in one of the three	18 2018/19	9 For the Young Inspector's there wasn't a target number actually set as they look at	Strategic lead for Participation Policy Information and Commissioning		Blue
19		Update Residential & Sufficiency Strategies to reflect current demand and therefore amended targets	23.07.19 - S Alam drafted Addendum to the Sufficiency Strategy to reflect current demand and therefore amended targets 09.08.19 - Close					Shaeda Alam– improvement Partner	31/07/19	Blue

<b>Objective 6 – The Health and Wellbeing of our Children and Young People will be a priority for Lancashire County Council</b> 'To improve the health and wellbeing of the children and young people we care for'.										
<b>How will we Achieve this:</b> 'We will work in partnership with our health colleagues to ensure that the health needs of children and young people in our care are prioritised and met and our children are involved in their assessments, strength and difficulty questionnaires will be used as an active tool to inform assessments and care plans and intervention '										
7		Work with CCG regarding the redesign of emotional health and wellbeing services for Children in Care and Care Leavers – Thrive Model	Consultation meeting arranged for 29 <sup>th</sup> Jan 2018 Include information on THRIVE Model 14.05.19 - Action Complete. Closed					Commissioning and identified leads from CSC		Blue
<b>Objective 7 –Children and Young People will receive Financial support</b>										
<b>How will we Achieve this:</b> 'We will ensure that young people are able to use their money more efficiently and effectively by reducing the bureaucracy around expenditure and have the skills to manage their finances in preparation for leaving care'										
4		Ensure children in care are aware of their pocket money allowance and carers have	New financial agreement to be presented to Cabinet in April 19 14.05.19 - Approved by Cabinet.							Blue
6		A flexible approach to where Care Leaver grant can be spent	Procurement have finalised a more flexible approach					Procurement CSC – Leaving Care	Complete	Blue
<b>Objective 8 - Our Children and Young People are protected from harm and or Risk of Exploitation</b>										
<b>How will we Achieve this:</b>										
1		Develop Strategy/action plan with YOT and Police to address the over representation of Looked after Children in the Criminal Justice System	Action plan prepared and being managed under YOT Board. 14.05.19 - In Care Out of Trouble was presented to the PCIOC Board in Jan 19. Data is being monitored y the YOT Board and Quarterly by the PCIOC Board.		Reduction of number of Lancashire children in care in the CJS.			Barbara Bath - Strategic Lead Permanence, Corporate Parenting and Children in Our Care	Nov1-9	Blue
2		Development of multi-agency <i>exploitation teams</i>	Developed and implemented					CSC Health Police	Completed	Blue
4		Multi Agency Forums to continue	Forums established and functional			MARAC Missing from Home Missing from Education Prevent CSE Forums		CSC Health Police	Nov1-8	Blue
<b>Objective 9 - Children and Young People in our Care and Care leavers' achievements are celebrated</b>										
<b>How will we Achieve this:</b>										
1a		Explore and implement events that recognise and celebrate achievements and successes'	RISE Awards – active participation of young people					Strategic lead for Participation CSC	Ongoing	Blue
1b		Explore and implement events that recognise and celebrate achievements and successes'	Pride Awards					Strategic lead for Participation CSC	Apr-19	Blue
1C		Explore and implement events that recognise and celebrate achievements and successes'	Sincerely You					Strategic lead for Participation CSC	Apr-19	Blue