

Lancashire Getting to Good Plan

January 2019

Date to be reviewed: April 2019

Associated performance trackers to be reviewed every six weeks.

Plan to be reviewed and updated as required.

Lancashire's Vision



***‘Children, young people and families
in need of help are safe, healthy
and supported to achieve’.***

We will deliver the outcomes in the plan in partnership through an understanding of the lived experience of a child or young person by:

- *Delivering the right service, at the right time, by the right people through effective wellbeing and **preventative** strategies.*
- ***Purposeful** and effective social work and care intervention, engaging children, young people and families by building on their strengths.*
- *Focusing on **permanence**, by delivering lasting and sustainable outcomes for children, young people and their families.*

Introduction

Our services for children have improved significantly. Our 2015 Ofsted inspection rated the overall service provision to be inadequate. In 2018 the judgement was that services were no longer inadequate, but require improvement to be good. Our Adoption Service was judged to be good. Ofsted found that staff were positive, open to learning and committed to their work with children and families. The service knows itself well and appropriate action was in place to improve services and that multi-agency strategic partnerships are stronger leading to a more shared approach.

There is still more to do to ensure that all children receive a consistently good service. In total, Ofsted made 11 recommendations about which we need to continue to strengthen and improve practice. They are categorised in six key areas:

Effective Partnership Working Lead: Sally Allen	We will ensure effective, collaborative partnership arrangements are in place which support the improvement of services to children and families. Specifically, with partners we will improve our response to children living with domestic abuse and neglect, ensuring services are focused on delivering effective, preventative and targeted support.
Prevention Lead: Debbie Duffell	We will work with partners to ensure that an effective range of multi-agency early help services are in place to support children and families when they first need help. We will continue to develop the Multi-Agency Safeguarding Hub (MASH) to ensure continued effective decision making and service provision at the front door.
Purposeful Practice Lead: Bertie Goffe	We will ensure that everything we do makes a tangible, positive difference to the lives of the children we work for and that we intervene at the lowest and least intrusive level possible. We will improve the quality of assessments and plans and spell out for families what needs to change and how this is likely to be achieved. We will also strengthen the critical challenge of first line managers and Independent Reviewing Officers to prevent drift and delay.
Permanence and Children in	We will work tirelessly with families to prevent the need for children to become looked after. Where children are not able to live safely with their family, we will ensure that plans for permanence are developed at the earliest opportunity. We will ensure care plans are more rigorously monitored and reviewed to reduce drift and delay, including the timely revocation of Care Orders where children have been successfully returned home.

<p>Our Care Lead: Barbara Bath Stephen Belbin</p>	<p>We want all our children to meet their potential. We will strive to improve educational attainment and health outcomes and will specifically focus on improving the educational attainment and progress of children looked after (CLA) at Key Stage 4. We want all our children who leave care to live healthy, successful, fulfilling lives. We will ensure that all our care leavers receive timely and accessible support to meet their financial, educational and emotional health needs.</p>
<p>Effective Use of Performance Data Lead: Brendan Lee</p>	<p>Whilst significant progress has been made in improving the accuracy of performance data, we need to improve the use of data so that it is an effective tool to help managers measure progress and examine trends.</p>
<p>Workforce Development Lead: Victoria Gent</p>	<p>We want our children and families to benefit from a sufficient, stable, suitably qualified and competent workforce. We recognise that our staff are our most valuable resource and we will continue to invest heavily in their development and progression. We need to consistently strengthen our retention of permanent staff across the county. We will build our training offer for social workers, support workers and managers, ensuring this is aligned to priority areas of development.</p>

Ofsted Inspection Report Recommendations (August 2018)	Key Area
1. Work with partners to ensure that an effective range of early help services is in place to support children and families when they first need help.	Prevention
2. Ensure that assessments clearly articulate risks and protective factors, provide robust analysis and spell out what needs to change and how that is likely to be achieved.	Purposeful Practice
3. Ensure that all plans for children in need, children subject to child protection plans, looked after children and care leavers are specific, measureable and outcome-focused.	Purposeful Practice
4. Ensure that the quality of critical challenge provided by first line managers, IROs in looked after reviews and conference chairs within child protection conferences are effective in avoiding drift and delay.	Purposeful Practice
5. Ensure that the local authority and partners share a common understanding of the risks associated with neglect, in all its different forms, and have the tools they need to monitor and measure their impact in managing change.	Effective Partnership Working
6. Improve the educational attainment and progress of children looked after at Key Stage 4.	Permanence and Children in our Care
7. Ensure that permanence planning, including for those children who return home, is rigorously monitored and reviewed on a consistent basis across the county to reduce the likelihood of drift and delay.	Permanence and Children in our Care

8.	Ensure that when children successfully return home, timely revocation hearings are held to secure permanence plans for them to remain in the care of their parents.	Permanence and Children in our Care
9.	Ensure that care leavers receive timely and accessible support that meets their financial, educational and emotional health needs.	Permanence and Children in our Care
10.	Improve the use of performance data so that it is an effective tool to help managers measure progress and examine trends.	Effective Use of Performance Data
11.	Work with partners to ensure that responses for children and families living with domestic abuse are focused on delivering effective, preventative and targeted support.	Effective Partnership Working

Implementing the Improvement Plan

This 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.

The plan 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 (see Appendix 1). Sitting alongside this document is our Purposeful Practice Framework and our Corporate Parenting Strategy. It is also part of a number of strategies and plans that fit together to deliver improvement for children (see Appendix 2). The plan will be overseen by the Lancashire Getting to Good Board which will meet six weekly to review progress.

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

RAG Table	Status
RED	Tasks and or outcomes have not been met or the timescale has slipped.
AMBER	Tasks and outcomes are on track, milestones met, but full action(s) have not been completed.
GREEN	Tasks and outcomes or performance is on target.
BLUE	Completed.

Key Area 1: Effective Partnership Working Lead: Sally Allen			
Outcome statements: <ul style="list-style-type: none"> Effective, collaborative partnership working arrangements are in place which support the improvement of services to children and families. Children who experience neglect have their needs identified and effectively managed. Children who experience domestic abuse receive timely and appropriate support that meets their needs. 			
Action	Ofsted Ref	Due	Lead
1.1 Lead the development of effective collaborative partnership strategies and plans which support the improvement of services to children and families			
1.1.1 Establish a multi-agency strategic governance board, with strategic responsibility and accountability for the children's agenda.	Recommendation 1,5,6,8,11	November 2018	Edwina Grant OBE Executive Director of Education and Children's Services
1.1.2 Implement a co-produced strategy and action plan to improve education outcomes for children & young people (CYP) with SEND.	Recommendation 1	June 2019	Stephen Belbin Local Authority Head of Education, Quality and Performance
1.2 Embed an agreed approach to effectively identifying and managing neglect			
1.2.1 Develop a refreshed multi-agency Neglect Strategy in consultation with a wide range of partners to improve our response to neglect and ensure children have their needs identified and effectively managed.	Recommendation 5	March 2019	Victoria Gent Head of Service, CSC, East Locality Jane Booth Chair of Lancashire Safeguarding Children Board (LSCB)
1.2.2 Develop operational delivery plans to ensure effective and meaningful delivery of the updated strategy.	Recommendation 5	April 2019	Victoria Gent Head of Service CSC, East Locality Jane Booth Chair of LSCB
1.2.3 Deliver refreshed training to support the delivery of the Neglect Strategy.	Recommendation 5	June 2019	Victoria Gent Head of Service, CSC, East Locality Chair of LSCB

1.2.4	Develop an online multi-agency toolkit to support the delivery of the Neglect Strategy.	Recommendation 5	May 2019	Victoria Gent Head of Service CSC, East Locality Jane Booth Chair of LSCB
1.2.5	Monitor and measure the impact of the Neglect Strategy and delivery plans to ensure we meet outcomes as detailed in the Neglect Strategy.	Recommendation 5	October 2019	Victoria Gent Head of Service CSC, East Locality Jane Booth Chair of LSCB
1.3	Ensure that effective, preventative and targeted support is in place for children and families living with domestic abuse			
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.	Recommendation 11	May 2019	Brendan Lee Head of Service CSC, North Locality
1.3.2	Develop and deliver a workforce development programme and work place policy to improve understanding of the impact of domestic abuse on children and to develop purposeful practice in this area.	Recommendation 11	May 2019	Brendan Lee Head of Service CSC, North Locality
1.3.3	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.	Recommendation 11	June 2019	Clare Platt Head of Health, Equity and Partnerships
1.3.4	Recommission the Lancashire Domestic Abuse Perpetrator Programme to reduce the risk of reoffending and improve life chances within vulnerable households.	Recommendation 11	April 2019	Clare Platt Head of Health, Equity and Partnerships
1.3.5	Implement the use of Operation Encompass to improve the timeliness of information sharing and support to children experiencing domestic abuse.	Recommendation 11	February 2019	Andy Smith Acting Head of Safeguarding, Inspection & Audit (SIA) Jane Booth Chair of LSCB
1.3.6	Improve the quality and timeliness of police vulnerable person reports to the Multi-Agency Safeguarding Hub (MASH).	Recommendation 11	March 2019	Andy Smith Acting Head of SIA

Key Area 2: Prevention Lead: Debbie Duffell

Outcome statement:

- Effective services are in place to reduce the need for higher level services by ensuring that the right service is delivered, at the right time, by the right people through effective wellbeing and preventative strategies.

Action		Ofsted Ref	Due	Lead
2.1 Develop an effective range of early help services				
2.1.1	Develop a multi-agency Early Help Strategy, ensuring neglect is a central theme within the Early Help Strategy.	Recommendation 1	September 2019	Debbie Duffell Head of Children, Family and Wellbeing (CFW) Service
2.1.2	Work with NHS and social care partners to develop a directory of multi-agency universal and targeted resources across the county, to facilitate access to appropriate and timely early support.	Recommendation 1	December 2019	Clare Platt Head of Health, Equity and Partnerships
2.1.3	Commission an external edge of care service to reduce the need for children becoming looked after.	Recommendation 1	September 2019	Dave Carr Head of Policy, Information and Commissioning
2.2 Continue to develop effective MASH arrangements				
2.2.1	Improve the timeliness of decision making in the MASH. There is a statutory requirement to make a (threshold) decision within one working day of a referral (as outlined in Working Together, 2018) about the next steps and the type of response that is required. Any delay in the timeliness of decisions could potentially impact on the appropriate response needed to support a child or young person.	Recommendation 1	Quarterly Monitoring	Andy Smith Acting Head of SIA Ian Whitehead Chair of MASH & Demand Management Board
2.2.2	Establish early help MASH referral posts to support multi-agency use of the Common Assessment Framework (CAF) tool and identify appropriate early help intervention.	Recommendation 1	January 2019	Debbie Duffell Head of CFW Service Andy Smith Head of SIA
2.2.3	Embed the system of regular case audits in the MASH (including multi-agency audits) to identify themes, inform training and drive activity.	Recommendation 1 and 10	April 2019	Andy Smith Acting Head of SIA
2.3 Embed the use of the Early Help and MASH modules on the Lancashire Child System (LCS)				

2.3.1	Identify and secure multi-agency early help pathways to provide an appropriate level of support and agency response.	Recommendation 1	April 2019	Debbie Duffell Head of CFW Service Andy Smith Acting Head of SIA
2.3.2	Improve and secure appropriate and timely pathways for re-escalation of cases back into Children's Social Care.	Recommendation 1	April 2019	Debbie Duffell Head of CFW Service Andy Smith Acting Head of SIA

Key Area 3: Purposeful Practice Lead: Bertie Goffe

Outcome statement:

- Purposeful and effective social work practice is in place which: engages children, young people and families; builds on their strengths; makes a tangible and positive difference to their lives; and intervenes at the lowest and least intrusive level possible.

Action		Ofsted Ref	Due	Lead
3.1 Develop shared values, principles, knowledge and skills				
3.1.1	Ensure that social workers and managers understand the Knowledge and Skills Statement (KSS) and accreditation process and there is a clear plan for how they will be prepared and endorsed for this process.	ALL	March 2019	Bertie Goffe Principal Social Worker
3.1.2	Develop a Statement of Social Work in Lancashire, which sets out our values and principles, with clear links to the KSS. This Statement, with support and endorsement from all senior managers, will help front-line practitioners and managers practice in a more strengths-based way, putting children and families at the heart of practice.	ALL	February 2019	Bertie Goffe Principal Social Worker
3.1.3	Develop a clear communications pathway to promote values and aspirations of what good looks like. Ensure Children's Services has an intranet site that has up to date information, with clear links to Tri-X procedures, including practice tools, current forms, templates and guidance, as well as information about learning and development activities.	ALL	April 2019	Bertie Goffe Principal Social Worker
3.1.4	Refresh all purposeful practice workshops, delivered by	ALL	March 2019	Bertie Goffe

<p>Advanced Practitioners to ensure that they:</p> <ul style="list-style-type: none"> - Promote the clear values and principles of social work set out in our Statement of Social Work in Lancashire; - Embed the KSS; - Are centred on the journey of the child; - Support the delivery of the Ofsted recommendations. <p>The quality of practice will show clear improvement as a result, with Advanced Practitioners following up with 1:1 applied learning and reflective group supervision with front-line staff, to ensure they are applying the learning from the workshops. Audit findings will be used to monitor progress monthly and further target areas for improvement.</p>			Principal Social Worker
3.2 Embed the use of a more strengths based Risk Sensible Model			
3.2.1 Commission bespoke training to support more strengths based practice and taking into consideration the wider workforce. As a result of this training we will see improvements in audit in respect of relationship based practice with positive outcomes for children and families.	Recommendation 2, 3, 4, 5, 7, 8, 11	Plan In place by March 2019	Victoria Gent Head of Service CSC, East Locality
3.2.2 Embed a culture of learning throughout the organisation that uses the findings from our internal and external quality assurance activity and performance data to improve outcomes for children and families. Locality Heads of Service to have a programme of engagement activity with their workforce to embed learning and improve practice.	Recommendation 10	September 2019	Brendan Lee Victoria Gent Rose Howley Locality Heads of CSC
3.3 Improve the quality of assessments			
3.3.1 Deliver training based on best practice to ensure the quality of social work assessments is consistently good and is available to all social workers across children's services. Advanced Practitioners to follow up the purposeful practice workshops on assessment with 1:1 and reflective group supervision sessions with social workers across all localities, to ensure practitioners are putting the learning into practice and that assessments include a clear analysis	Recommendation 2	New programme to be delivered from March 2019	Bertie Goffe Principal Social Worker

	and focus on impact and outcomes for children and young people. The quality of assessments to show improvement through our audit findings. This will include a more targeted approach to audit following social worker attendance at workshops to test out their learning and the impact on the quality of their practice.			
3.3.2	<p>Deliver joint training sessions across all the localities with Independent Reviewing Officers (IROs) and front-line managers to:</p> <ul style="list-style-type: none"> 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. <p>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.</p>	Recommendation 2	Commence February 2019	<p>Andy Smith Acting Head of SIA</p>
3.3.3	<p>The Advanced Practitioners to deliver Manager Learning Circles to:</p> <ul style="list-style-type: none"> a) Increase knowledge of what a good assessment looks like; b) Enable confident challenge to front-line staff; c) Increase the number of signed-off good quality assessments. <p>We will see improved quality of assessments, with social workers 'getting it right first time' as their assessment skills improve.</p>	Recommendation 2	Pilot November 2018 Roll out February 2019	<p>Bertie Goffe Principal Social Worker</p>
3.3.4	Utilise findings from regular case audits on the quality of assessments to identify themes, inform training and drive improvement at a local level. Locality Heads of Service to have a programme of engagement activity with their managers around the findings from audit and how these findings are used to ensure improved outcomes and impact	Recommendation 2 and 10	March 2019	<p>Brendan Lee Victoria Gent Rose Howley Locality Heads of CSC</p>

	of our involvement for children and young people.			David Graham Acting Head of Inclusion
3.3.5	Utilise service wide findings from case audits on the quality of assessments to inform activity and secure a consistent county-wide approach. The Director of Children's Services and Director of Children's Social Care have a line of sight via the Principal Social Worker, to understand the quality of practice and any barriers to learning and improvement.	Recommendation 2 and 10	March 2019	Sally Allen Acting Director of CSC David Graham Acting Head of Inclusion
3.4	Ensure that plans are specific, measureable and outcome-focused			
3.4.1	The Advanced Practitioners to deliver training on SMART, child-impact focused plans, available to all staff across CSC, Inclusion Service, and Children with Disabilities Teams. The Advanced Practitioners to follow up the training with 1:1 and reflective group supervision sessions with social workers across all localities, to ensure practitioners are putting the learning into practice and that plans are SMART and are linked to the analysis within the assessment, focused on the impact for children and young people. The quality of plans to show improvement through our audit findings. This will include a more targeted approach to audit following social worker attendance at workshops to test out their learning and the impact on the quality of their practice.	Recommendation 3	New programme to be delivered from March 2019	Bertie Goffe Principal Social Worker
3.4.2	Deliver joint training sessions 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 plan; b) Clearly articulate what best practice looks like in accordance with the Ofsted grade descriptors; c) Enable positive critical challenge and professional respect; d) Ensure understanding of the integration of plans e.g.;	Recommendation 3	April 2019	Andy Smith Acting Head of SIA

	Education, Health & Care Plan (EHCP), Personal Education Plan (PEP) and health assessment. 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.			
3.4.3	The Advanced Practitioners to deliver Manager Learning Circles to: a) Increase knowledge of what a good plan looks like; b) Enable confident challenge to front-line staff; c) Increase the number of signed-off good quality plans. We will see improved quality of plans, with social workers 'getting it right first time' as their care planning skills improve.	Recommendation 3	Pilot November 2018 Roll out February 2019	Bertie Goffe Principal Social Worker
3.4.4	Enhance elements of the Personal Education Plan (PEP) to: <ul style="list-style-type: none">• Include long term aspirations targets;• Strengthen the influence of the child / young person's voice;• Increase the input of carers;• Increase the focus on strengths and interests;• Ensure key assessments, such as the strengths and difficulties questionnaire (SDQ), are better able to inform priorities and strategies for children and young people;• Identify system changes related to the PEP that will support greater efficiency and security.	Recommendation 3 and 6	February 2019	Audrey Swann Virtual School Head Teacher
3.4.5	Review the current EHCP process to ensure the agreed pathway is fully embedded across all organisations.	Recommendation 3	January 2019	David Graham Acting Head of Inclusion
3.4.6	Utilise findings from regular case audits on the quality of plans to identify themes, inform training and drive improvement at a local level. Locality Heads of Service to have a programme of engagement activity with their	Recommendation 3	September 2019	Brendan Lee Victoria Gent

	managers around the findings from audit and how these findings are used to ensure improved outcomes and impact of our involvement for children and young people.			Rose Howley Locality Heads of CSC David Graham Acting Head of Inclusion
3.4.7	Utilise service wide findings from case audits on the quality of plans to inform activity and secure a consistent county-wide approach. The Director of Children's Services and Director of Children's Social Care have a line of sight via the Principal Social Worker, to understand the quality of practice and any barriers to learning and improvement.	Recommendation 3 and 10	March 2019	Sally Allen Acting Director of CSC David Graham Acting Head of Inclusion
3.5 Improve the quality of critical challenge by first line managers and IROs				
3.5.1	Deliver training on quality and critical challenge through the Leadership Academy, IRO development days and joint training sessions with IROs and front-line managers. As a result we will see improvement in the quality of assessments, plans and reviews, with interventions delivered within appropriate timescales for the child, addressing drift and delay, with improved outcomes for children and families.	Recommendation 4	Commence March 2019	Andy Smith Acting Head SIA
3.5.2	The Advanced Practitioners to deliver Manager Learning Circles with a focus on improving the quality of critical challenge. d) Increase knowledge of what a good looks like; e) Enable confident challenge to front-line staff; f) Ensure that all signed-off work is good. We will see improved quality of work, with the right intervention at the right time, addressing drift and delay for the child/young person.	Recommendation 4	Pilot November 2018 Roll out February 2019	Bertie Goffe Principal Social Worker
3.5.3	Improve the ability of front-line managers to provide reflective supervision through attendance at the Leadership Academy, including the Research in Practice	Recommendation 4	Quarterly Monitoring	Brendan Lee Victoria Gent

	and Bournemouth University modules covering reflective supervision. We will continue to strengthen reflective supervision with first line managers to enable reflection on the quality of practice and facilitate quality, critical challenge. We will improve management oversight of practice through supervision activity which will be measured through our audit framework.			Rose Howley Locality Heads of CSC David Graham Acting Head of Inclusion
3.5.4	Increase opportunities for peer challenge, shadowing and collaboration with Blackpool and Blackburn with Darwen local authorities. This will enable continued learning, providing external challenge and scrutiny of practice, supporting further improvement.	Recommendation 4	April 2019	Sally Allen Acting Director CSC Andy Smith Acting Head of SIA
3.5.5	Ensure that intelligence regarding the quality of practice and performance data is triangulated, to identify themes and trends that will inform the learning of front-line practitioners.	Recommendation 4 and 10	February 2019	Brendan Lee Victoria Gent Rose Howley Locality Heads of CSC David Graham Acting Head of inclusion Andy Smith Acting Head of SIA
3.5.6	Develop guidance for IROs on chairing Children Looked After (CLA) reviews and Child Protection Conferences to focus their challenge more effectively on SMART outcomes.	Recommendation 4	January 2019	Andy Smith Acting Head of SIA

Key Area 4: Permanence and Children in our Care Lead: Barbara Bath & Stephen Belbin

Outcome statements:

- Children in Lancashire receive the right service at the right time that improves their outcomes.
- Children are only removed from their family environment where we are able to improve their life chances and outcomes.
- Where a child does need to come into our care, we ensure that we develop plans for stable and permanent care at the earliest possible opportunity.

Action		Ofsted Ref	Due	Lead
4.1 Ensure that children are only brought into care when it is in their best interests to do so				
4.1.1	Share the findings from the Care Crisis Review report and implement a training plan to explore the learning from this.	Recommendation 2, 3, 4, 5, 7, 8, 10, 11	From January 2019	Josie Lee Improvement Partner
4.1.2	Ensure that the Statement of Social Work in Lancashire, clearly sets out the principle that children are only brought into care, when it is in their best interests to do so.	Recommendation 2, 3, 4, 7,	February 2019	Bertie Goffe Principal Social Worker
4.1.3	Review the 'Becoming Looked After Panels' and monthly Resource Panels to ensure consistency and effectiveness.	Recommendation 2, 3, 4, 7, 10	February 2019	Sally Allen Acting Director of CSC
4.1.4	Commissioning of a strengths based practice model to embed a culture of working alongside families to develop plans to support children within their families, when safe to do so.	Recommendation 1, 2, 3, 4, 5, 8, 11	April 2019	Victoria Gent Head of Service, CSC, East Locality
4.2 For children looked after using Section 20 of The Children Act 1989, further improve children's written records so it is clear why they are looked after and what the care episode is expected to achieve				
4.2.1	Develop guidance on good practice re Section 20 decision making for social workers and managers.	Recommendation 2, 3, 4, 7, 8	March 2019	Andy Smith Acting Head of SIA
4.2.2	Develop guidance on good practice re the recording of management decisions for social work managers at critical points in the child's journey.	Recommendation 4, 7, 8	March 2019	Andy Smith Acting Head of SIA
4.3 Ensure that effective use is made of local, quality, permanent provision that can meet the needs of Lancashire children				
4.3.1	Deliver training on 'The Right Child, Right Placement.'	Recommendation 3, 4, 7, 8	From January 2019	Bertie Goffe Principal Social Worker

4.3.2	Work collaboratively with agency framework providers to seek to prioritise Lancashire children for Lancashire placements.	Recommendation 2, 3, 9, 10	Monthly	Dave Carr Head of Policy, Information & Commissioning
4.3.3	Develop new commissioning arrangements to block purchase up to half of our predictable need for agency children's home placements.	Recommendation 7, 9, 10	Service to Commence September 2019	Dave Carr Head of Policy, Information & Commissioning
4.3.4	Implement and embed Placement Stability Meetings.	Recommendation 7, 8	Implement January 2019 Review progress April 2019	Brendan Lee Victoria Gent Rose Howley Locality Heads of CSC Barbara Bath Head of FARY David Graham Acting Head of Inclusion
4.3.5	Undertake analysis of issues impacting on disruptions and use learning to improve procedures and processes.	Recommendation 7, 8, 10	Quarterly	Andy Smith Acting Head of SIA
4.4	Embed a consistent and rigorous approach to permanence planning to reduce the likelihood of drift and delay			
4.4.1	Establish a broader definition of permanence and kinship through the Statement of Social Work in Lancashire.	Recommendation 7	February 2019	Bertie Goffe Principal Social Worker
4.4.2	Revise the care planning protocol to ensure processes and policies are clear and understood.	Recommendation 7	January 2019	Brendan Lee Head of Service CSC North Locality
4.4.3	Embed the use of the PLO Permanence Planning Tracker to prevent drift and delay and ensure timely permanence for children.	Recommendation 7	Pilot Central November 2018 Roll out January 2019	Brendan Lee Victoria Gent Rose Howley Locality Heads of CSC David Graham Acting Head of Inclusion
4.4.4	Deliver training on permanence through care planning.	Recommendation 7	March 2019	Bertie Goffe Principal Social Worker
4.4.5	Ensure that decisions are ratified at the Permanence	Recommendation	Quarterly	Brendan Lee

Panel.	7	Monitoring	Victoria Gent Rose Howley Locality Heads of CSC Barbara Bath Head of FARY David Graham Acting Head of Inclusion
4.4.6 Embed improved use of Family Group Conference, particularly at a non-statutory intervention level and at Initial Child Protection Conference, to involve the wider family at an early intervention stage in future planning.	Recommendation 7	March 2019	Brendan Lee Victoria Gent Rose Howley Locality Heads of CSC David Graham Acting Head of Inclusion
4.4.7 Ensure that all CLA living away from parents have a life story book/ work completed.	Recommendation 7	November 2019	Brendan Lee Victoria Gent Rose Howley Locality Heads of CSC
4.4.8 Monitor life storybooks/ work and ensure that this is recorded at CLA reviews.	Recommendation 7	Quarterly Monitoring	Andy Smith Acting Head of SIA
4.4.9 Improve the quality of IRO challenge to drift and delay and the quality of plans.	Recommendation 7	Quarterly Monitoring	Andy Smith Acting Head of SIA
4.4.10 Ensure permanence has been considered at the second CLA review in all cases.	Recommendation 7	Quarterly Monitoring	Andy Smith Acting Head of SIA
4.5 Ensure timely revocation hearings are held to secure permanence plans for children to remain in the care of their parents			
4.5.1 Review all children who are placed at home with parents and seek discharge of orders where appropriate.	Recommendation 8	March 2019	Brendan Lee Victoria Gent Rose Howley Locality Heads of CSC David Graham Acting Head of Inclusion
4.5.2 Establish Discharge Panels and tracker to prevent drift	Recommendation	February 2019	Brendan Lee

	and delay.	8		Victoria Gent Rose Howley Locality Heads of CSC
4.5.3	Undertake regular audits of new placements made with parents and use the learning to further improve practice.	Recommendation 8	Quarterly Monitoring	Andy Smith Acting Head of SIA
4.5.4	Improve the quality of written agreements, training and quality assurance.	Recommendation 8	March 2019	Andy Smith Acting Head of SIA
4.5.5	Ensure that management decisions are clearly recorded when children are returning home.	Recommendation 8	Quarterly Monitoring	Brendan Lee Victoria Gent Rose Howley Locality Heads of CSC David Graham Acting Head of Inclusion
4.5.6	Ensure IRO challenge of drift and delay is evident and effective.	Recommendation 8	Quarterly Monitoring	Andy Smith Acting Head of SIA
4.5.7	Audit and share understanding of drivers for the high numbers of Home Placement Agreements to inform improved practice.	Recommendation 8	March 2019	Bertie Goffe Principal Social Worker
4.6	Improve the educational attainment and progress of children looked after at Key Stage 4			
4.6.1	Increase frequency of tracking for Year 9/10/11 pupils who are failing to progress at the expected rate.	Recommendation 6	Spring Term 2019	Audrey Swann Virtual School Head Teacher
4.6.2	Ensure no KS3 or 4 CLA pupil is moved to a location that will require a change of school, (except in urgent circumstances) without a discussion with the Virtual School.	Recommendation 6	Monthly Monitoring	Brendan Lee Victoria Gent Rose Howley Locality Heads of CSC David Graham Acting Head of Inclusion
4.6.3	Research most effective support in Reading and Maths, including consultation with young people to identify barriers.	Recommendation 6	April 2019	Audrey Swann Virtual School Head Teacher
4.6.4	Use PGG+ high needs funding to support evidence based strategies.	Recommendation 6	April 2019	Audrey Swann Virtual School Head Teacher

4.6.5	Increase Careers, Education, Information, Advice and Guidance (CEIAG) support and opportunities for positive experience of the workplace from Year 10 for our CLA placed in Lancashire schools.	Recommendation 6	Work Experience -January 2019 CEAIG – Y11 – Sept 2018 Y10 - Sept 2019	Audrey Swann Virtual School Head Teacher
4.6.6	Increase training / events for carers (in both residential and foster care) to promote understanding of education systems and their support of progress and attainment.	Recommendation 6	Spring Term 2019	Audrey Swann Virtual School Head Teacher
4.6.7	Increase the percentage of CLA who are educated in mainstream schools.	Recommendation 6	July 2019	Audrey Swann Virtual School Head Teacher
4.6.8	Increase the number of CLA with SEND who have access to the GCSE curriculum.	Recommendation 6	July 2019	Audrey Swann Virtual School Head Teacher
4.6.9	Analyse the outcomes for CYP with SEND and agree targets for improvement.	Recommendation 6	October 2019	David Graham Acting Head of Inclusion
4.6.10	Implement a programme of action with schools to achieve the agreed targets for improvement.	Recommendation 6	November 2019	David Graham Acting Head of Inclusion
4.7	Ensure that care leavers receive timely, accessible support that meets their financial, educational & emotional health needs			
4.7.1	Develop training for all Personal Advisers and other support staff to ensure delivery of the Care Leavers Local Offer through improved planning and implementation of Pathway Plans.	Recommendation 9 and 4	March 2019	Victoria Gent Head of Service, CSC East Locality Rachel Rump Skills, Learning and Development
4.7.2	Provide targeted training to Personal Advisers and other support staff to enable them to better support children and young people with their emotional health needs.	Recommendation 9	June 2019	Victoria Gent Head of Service, CSC East Locality Rachel Rump Skills, Learning and Development
4.7.3	Ensure our commitment to care leavers is clearly articulated in the Statement of Social Work in Lancashire and through training.	Recommendation 9	February 2019	Bertie Goffe Principal Social Worker

4.7.4	Review and amend the Pathway Plan template to provide a more robust and personalised plan with clear targets, strategies and timeframes.	Recommendation 9 and 4	April 2019	Rose Howley Acting Head of Service CSC Central Locality
4.7.5	To ensure we prepare young people for independence and improve the local offer, we will embed the use of ASDAN training and accreditation through foster carers, residential workers and Social Work Academy training.	Recommendation 9	March 2019	Rose Howley Acting Head of Service CSC Central Locality
4.7.6	Provide access for all care leavers who are NEET, to bespoke programmes of support.	Recommendation 9	March 2019	Audrey Swann Virtual School Head Teacher Rose Howley Acting Head of Service CSC Central Locality
4.7.7	Increase opportunities for care leavers to access work experience placements, work shadowing, apprenticeships and employment across Lancashire.	Recommendation 9	March 2019	Audrey Swann Virtual School Head Teacher Rose Howley Acting Head of Service CSC Central Locality
4.7.8	Establish a FE/Virtual School Forum to help develop appropriate courses and increase support for care leavers.	Recommendation 9	March 2019	Audrey Swann Virtual School Head Teacher
4.7.9	Provide opportunities for care leavers to increase their knowledge, understanding and experience of higher education.	Recommendation 9	April 2019	Audrey Swann Virtual School Head Teacher Rose Howley Acting Head of Service CSC Central Locality
4.7.10	Ensure that CLA and care leavers with SEND have their healthcare needs identified, assessed and met and that	Recommendation 9	February 2019	Sally Allen

there is oversight across the local area.			Acting Director of CSC
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Key Area 5: Effective Use of Performance Data Lead: Brendan Lee

Outcome statements:

- We know ourselves well, understand where our services are doing well and where we need to improve.
- Using the information we gain from service data and performance review processes to make decisions which make a difference to the lives of children and families.

Action	Ofsted Ref	Due	Lead
5.1 Improve the use of performance data so that it is an effective tool to help managers measure progress and examine trends			
5.1.1 Develop a robust performance framework which gathers performance and intelligence from across Children's Services.	Recommendation 10	March 2019	Brendan Lee Chair of Data, Quality and Performance (DQP) Group - Head of CSC North Locality
5.1.2 Review existing mechanisms and reports to ensure that they support effective, efficient and timely analysis and recommendations.	Recommendation 10	March 2019	Brendan Lee Chair of DQP Group - Head of CSC North Locality
5.1.3 Incorporate data and analysis from partners into the performance framework.	Recommendation 10	March 2019	Brendan Lee Chair of DQP Group - Head of CSC North Locality
5.1.4 Through the effective use of data, Identify the most effective early help interventions and demonstrate the impact of those interventions on diverting demand from statutory services.	Recommendation 10 and 1	April 2019	Debbie Duffell Head of CFW Service
5.1.5 Complete and publish a Joint Strategic Needs Analysis (JSNA) to support understanding of health, social care and education need across the local area.	Recommendation 10	March 2019	Sally Richardson Principal Educational Psychologist
5.1.6 Develop a shared data dashboard communicating shared performance measures to inform children/young people,	Recommendation 10	April 2019	David Graham Acting Head of Inclusion

parent/carers and stakeholders of progress.			
5.1.7 Utilise data and intelligence provided through the performance framework to identify themes and inform training.	Recommendation 10	March 2019	Brendan Lee Head of Service CSC North Locality
5.2 Further develop audit reporting to be more analytical and more effectively used by managers			
5.2.1 Deliver a programme of monthly and themed audits and reporting of key findings and associated actions. Revision of the Quality Assurance Framework to include a more holistic overview of practice.	Recommendation 10	Monthly Reports	Bertie Goffe Principal Social Worker
5.2.2 Increase the quality and quantity of analysis in audit reports.	Recommendation 10	March 2019	Bertie Goffe Principal Social Worker
5.2.3 Deliver audit training and one-to-one support to managers to support completion of higher quality audits and utilisation of findings to improve practice.	Recommendation 10	May 2019	Bertie Goffe Principal Social Worker
5.2.4 As part of the Quality Assurance Framework introduce Practice Weeks.	Recommendation 4	April 2019	Andy Smith Acting Head of SIA
5.2.5 Implement the EHCP quality standards and audit framework.	Recommendation 10 and 4	January 2019	David Graham Acting Head of Inclusion
5.2.6 Train and support all SEND auditors to ensure consistency of approach.	Recommendation 10	February 2019	David Graham Acting Head of Inclusion
5.2.7 Audit all EHCPs at transition to secondary school.	Recommendation 10 and 4	June 2019	David Graham Acting Head of Inclusion
5.2.8 Audit all new EHCPs issued from January 2019 within the first year.	Recommendation 10 and 4	December 2019	David Graham Acting Head of Inclusion
5.2.9 Further embed learning from customer feedback and evidence how this has been used to improve practice.	Recommendation ALL	May 2019	Andy Smith Acting Head of SIA

Key Area 6 Workforce Development		Lead: Victoria Gent	
Outcome statements: <ul style="list-style-type: none">• Maintain the recruitment of dedicated staff and ensure vacant posts are permanently recruited to.• Improve the retention of skilled, experienced staff within the children's workforce.• Development of a knowledgeable, skilled and resilient children's workforce able to deliver improved outcomes for children.• A consistent approach to health and wellbeing of our workforce as a key enabler of long term professional success and central to our staff retention.			
Action	Ofsted Ref	Due	Lead
6.1 Maintain the recruitment of staff			
6.1.1 Continue rolling recruitment programme and centralised panels for Children's Social Care.	ALL	Review Quarterly	Brendan Lee Victoria Gent Rose Howley Locality Heads of CSC
6.1.2 Continue to develop the Social Work Academy for all new social workers to Lancashire as part of our workforce strategy.	Recommendation 2, 3	Review June 2019	Bertie Goffe Principal Social Worker
6.1.3 Support current employees to become social work qualified through a "Grow your Own scheme."	ALL	April 2019	Rachel Rump Skills, Learning & Development
6.1.4 Development of the Teaching Partnership to maximise the number of placements available to students by increasing the number of statutory placements from 1 to 2 per student across the partnership (LCC, Blackpool and Blackburn with Darwen) by the end of academic year 2019/20.	ALL	March 2020	Rachel Rump Skills, Learning & Development
6.1.5 Reduction of agency staff to less than 5 %.	ALL	Review Monthly	Brendan Lee Victoria Gent Rose Howley Locality Heads of CSC
6.2 Reduce staff turnover in children's services			

6.2.1	Revise the quarterly children's services workforce profile to provide detailed understanding of retention across the county, including internal movement and the reasons for the use of agency staff.	ALL	March 2019	Victoria Gent Head of Service CSC East Locality
6.2.2	Improve the use of the Grade 9 (senior practitioner) panel process.	ALL	April 2019	Victoria Gent Head of Service CSC East Locality
6.2.3	Establish an updated career pathway with routes for aspiring managers and those who want to remain in practice.	ALL	July 2019	Victoria Gent Head of Service CSC East Locality
6.2.4	Updated staff "health check" to be completed to ascertain the views of staff.	ALL	May 2019	Bertie Goffe Principal Social Worker
6.2.5	Evaluation of Leadership Academy to be completed.	ALL	April 2019	Rachel Rump Skills, Learning & Development
6.2.6	Promote the recognition of staff in an annual children's services awards event.	ALL	September 2019	Debbie Cookson Team Manager Advanced Practitioners
6.2.7	Ensure all managers are briefed on the key building blocks of good staff retention.	ALL	April 2019	Victoria Gent Head of Service CSC East Locality
6.2.8	Ensure staff have manageable, appropriate caseloads.	ALL	Review Monthly	Brendan Lee Victoria Gent Rose Howley Locality Heads of CSC David Graham Acting Head of Inclusion
6.2.9	Review the current performance scorecard in relation to the	ALL	March 2019	Victoria Gent

workforce, including staff experience and Assessed & Supported Year in Employment (ASYE) numbers.			Head of Service CSC East Locality
6.3 Improve the development of the workforce			
6.3.1 Revise and refresh the current training offer, ensuring it is aligned with the Ofsted inspection recommendations and key priorities, including strengths based practice, neglect and domestic abuse.	ALL	March 2019	Victoria Gent Head of Service CSC East Locality Bertie Goffe Principal Social Worker Rachel Rump Skills, Learning & Development
6.3.2 Support and prepare staff for the National Accreditation Scheme.	ALL	Workshops to commence September 2019	Victoria Gent Head of Service, CSC East Locality Bertie Goffe Principal Social Worker Rachel Rump Skills, Learning & Development
6.3.3 Continue to embed the KSS in all management frameworks.	ALL	March 2019	Brendan Lee Victoria Gent Rose Howley Locality Heads of CSC
6.3.4 Promote opportunities for experienced staff to become practice educators, increasing the quantity and quality of practice learning placements.	ALL	Review Quarterly	Rachel Rump Skills, Learning & Development
6.3.5 Continue to provide a robust and well supported first year in practice that focuses on development and resilience.	ALL	Review June 2019 (As part of SW Academy	Bertie Goffe Principal Social Worker Rachel Rump

		Review)	Skills, Learning & Development	
6.3.6	Analysis of exit interviews to inform understanding of those leaving Lancashire.	ALL	Quarterly Report	Debbie Cookson Team Manager Advanced Practitioners
6.4 Support the health and wellbeing of our staff				
6.4.1	Ensure flexible working policies are applied consistently across the county to promote work life balance.	ALL	Review Quarterly	Victoria Gent Head of Service CSC East Locality All Heads of Service
6.4.2	Development of health and wellbeing champions across children's services to improve localised initiatives. Development of quarterly Champions Board meeting.	ALL	April 2019	Victoria Gent Head of Service CSC East Locality
6.4.3	Promote the health and wellbeing of staff as part of supportive, reflective supervision.	ALL	Quarterly Monitoring	Bertie Goffe Principal Social Worker Victoria Gent Head of Service CSC East Locality
6.5 Monitor our performance on the 4 key work streams of the workforce strategy				
6.5.1	Review and refresh the current workforce performance scorecard.	ALL	March 2019	Victoria Gent Head of Service CSC East Locality

How we will know we are making a difference

What Our Children Will Say:	What Our Partners Will Say:
<p>Effective Partnership Working</p> <p>I have one key worker who I trust and who knows me well.</p> <p>I don't keep having to tell my story to lots of different people.</p>	<p>Effective Partnership Working</p> <p>We are working together with a clear vision and shared culture for improving children's services.</p> <p>As foster carers and adopters we feel supported and listened to.</p> <p>We get the right help at the right time to support our children and young people.</p> <p>We work together as professionals and agencies, using our specialist knowledge to support children and young people achieve permanence.</p>
<p>Prevention</p> <p>I know who to talk to if I feel worried or frightened.</p> <p>I am happy and feel safe.</p>	<p>Prevention</p> <p>We provide the right support at the right time to ensure children and families needs are met at the point of identification, reducing the need for higher level services..</p> <p>We work together within a shared framework and understand and respect each other's contribution and role.</p>

Purposeful Practice

I understand why I have a social worker and how they will help me and my family. My life feels better.

I trust my social worker and I know them well.

Purposeful Practice

We share our learning and use it to change practice.

We share risks effectively.
We feel equal partners.

We work together effectively and our meetings are purposeful and inclusive.

Permanence and Corporate Parenting

The council is getting better at being a corporate parent.

I receive the information to help me to be successful in adult life, at the time I need it.

My social worker understands the important things that have happened to me in the past and talks to all the people who have important information to help me.

Permanence and Corporate Parenting

We are clear about our role and contribution as corporate parents.

We listen to what children and young people say is important and use their feedback to shape our services.

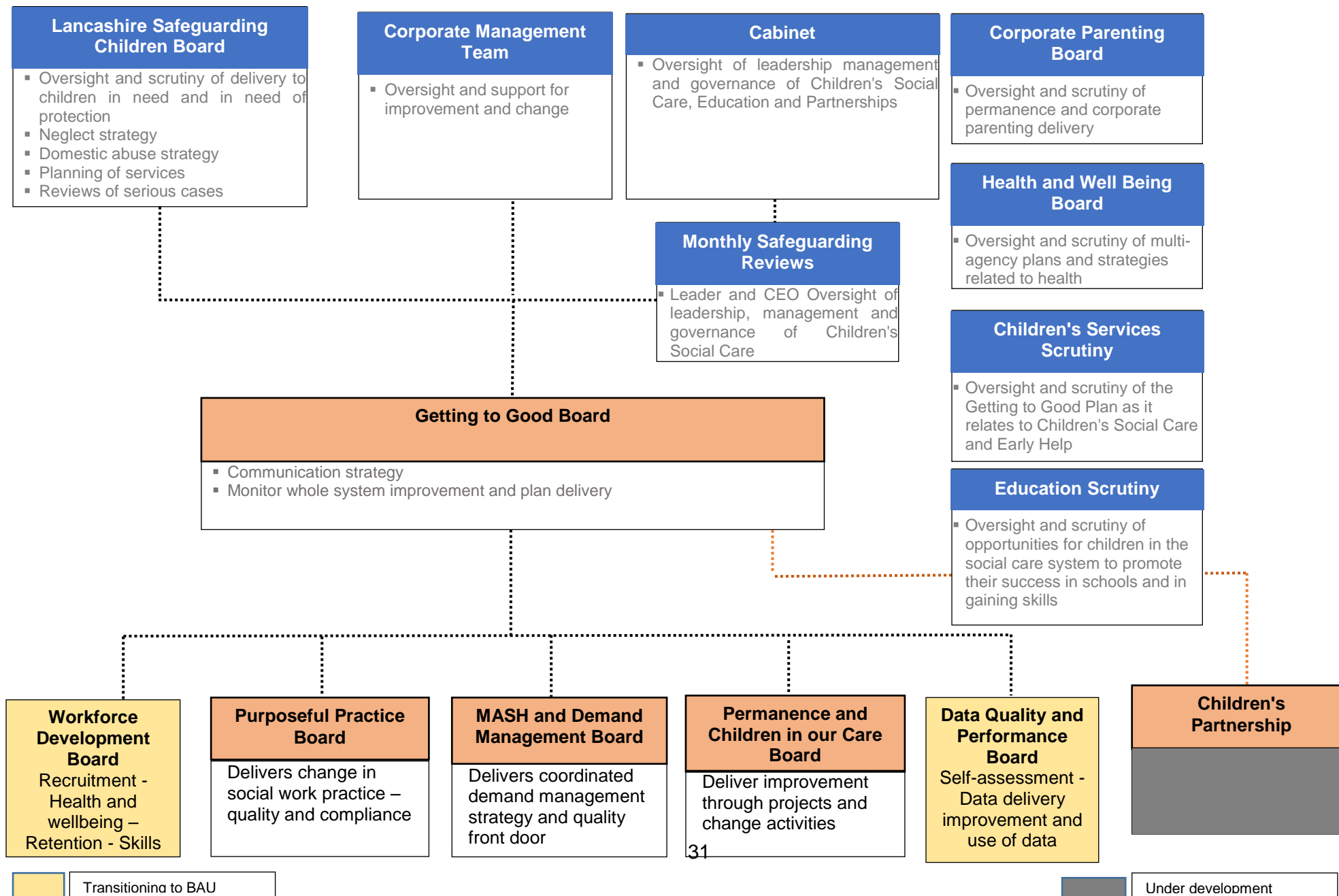
Effective Use of Performance Data

Managers who run the service use accurate information about how services are doing, so they can improve the right things.

Effective Use of Performance Data

We share and utilise data and intelligence effectively to ensure that we are delivering good services.

Appendix 1: Governance Structure



Appendix 2: Library of Plans: delivering improvement and change

