

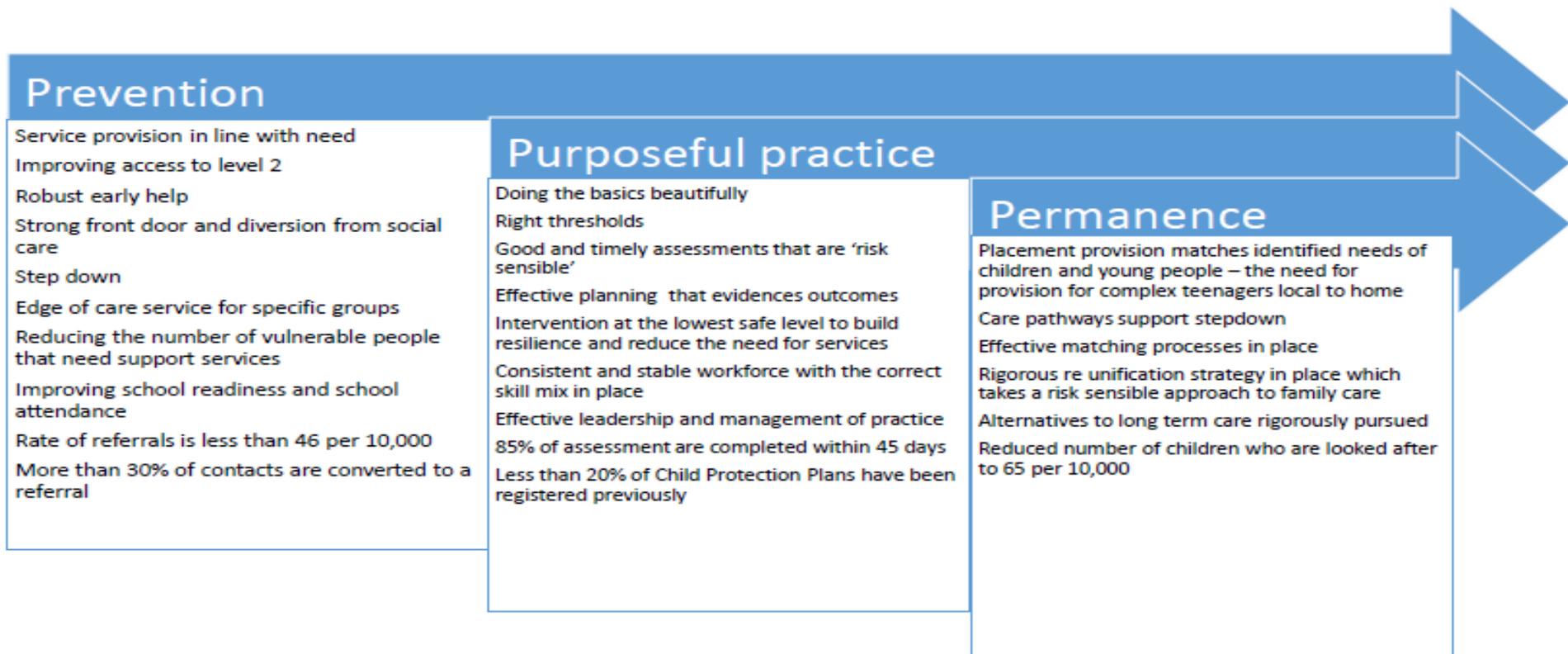
## Lancashire Children's Services Continuous Improvement Plan - September 2017

### Overview and introduction

In March 2016, the Council published a significant plan of work that responded to the recommendations made by Ofsted in the 2015 inspection report. Good progress has been made in delivering the original [Improvement Plan](#) and the new plan aims to build on this and sustain and embed longer term improvements. Still taking the necessary corrective action to ensure that practice is safe and children and young people are protected but also to move the service into a steady and sustainable state. A position where the whole system works effectively to:

1. Reduce the need for social work and care intervention, effective prevention is in place
2. Ensures social work and care intervention is effective and efficient – making the right plans for children, offering appropriate support and minimising drift and delay – purposeful practice.
3. Supporting long lasting and sustainable outcomes – permanence.

The overarching outcomes we are expecting to achieve through delivery of the Continuous Improvement Plan have been captured in the diagram below:



Whilst significant improvement has already taken place and this has been monitored and scrutinised by Ofsted, the Department for Education and the Improvement Board, a number of challenges still exist and they are specifically:

- a) Too much work is coming into the system - our contact to referral rate is too low, there are too many cases open for three months or less and there are a number of cases that could be stepped down from statutory services. We need to embed the correct support approaches to ensure that we are supporting the right children, at the right time in the right way and this will be enhanced through a robust front door and effective early help offer. We also need to reduce the need for higher level services.
- b) We are not yet achieving delivery of basic good practice consistently enough. Ofsted found some inconsistent practice in our services to care leavers and audit findings, although improving, still find inadequate case work and a lack of sufficient focus on clear outcomes. The solution to this needs to be multi-faceted:

- The right strategic approach which is clear what we are trying to achieve and why. To date we have issued a range of guidance and clarification to support improvement but at times this has caused confusion and led to a focus on process. We now need to see the whole journey of the child. We need to move to a culture of outcome based social work.
- A clear operating model which supports clear and consistent decision making with a common language that supports workers to develop outcome based plans and evidence impact of intervention to ensure effective focussed practice without drift and delay.
- Ensuring effective management oversight and grip are in place at all levels, especially developing the role of front line managers and the ratio of managers to practice at all levels.
- Ensuring staff have roles which are achievable and the right structure, support and skills to achieve them.
- Ensuring data and governance robustly monitor progress and support improved practice – we move from performance monitoring to performance and improvement management.

c) We are not providing an effective enough service to our children as corporate parents – children and young people tell us they have too many changes of worker and we don't have the correct placements for them all the time. We do not move fast enough to find them a permanent and stable home and we do not always communicate with them effectively. To achieve this we need to develop our approach to permanence planning and corporate parenting and be more robust in doing this at an early stage:

- We need to work differently to provide a range of placements for them and the right support to prevent family and placement breakdown.
- Crucially we need to support them to have a strong voice and to be true partners in the planning and delivery of their care.
- We need to develop the correct workforce structures to support our staff to have the time and skills they need to focus on our young people.
- We need the right partnership in place to ensure these children that need our care get the support they need.

d) We have invested significantly in social care and social work and the support apparatus. We now need to move to a steady state where we are able to plan and use resources effectively and reduce the need for additional funding. This will require a number of things:

- Innovation within safe boundaries which supports effective and efficient practice for example new ways of working with some of our most complex teenagers.
- The development of robust commissioning arrangements to drive down costs and improve value for money – to ensure every penny we spend has maximum value.

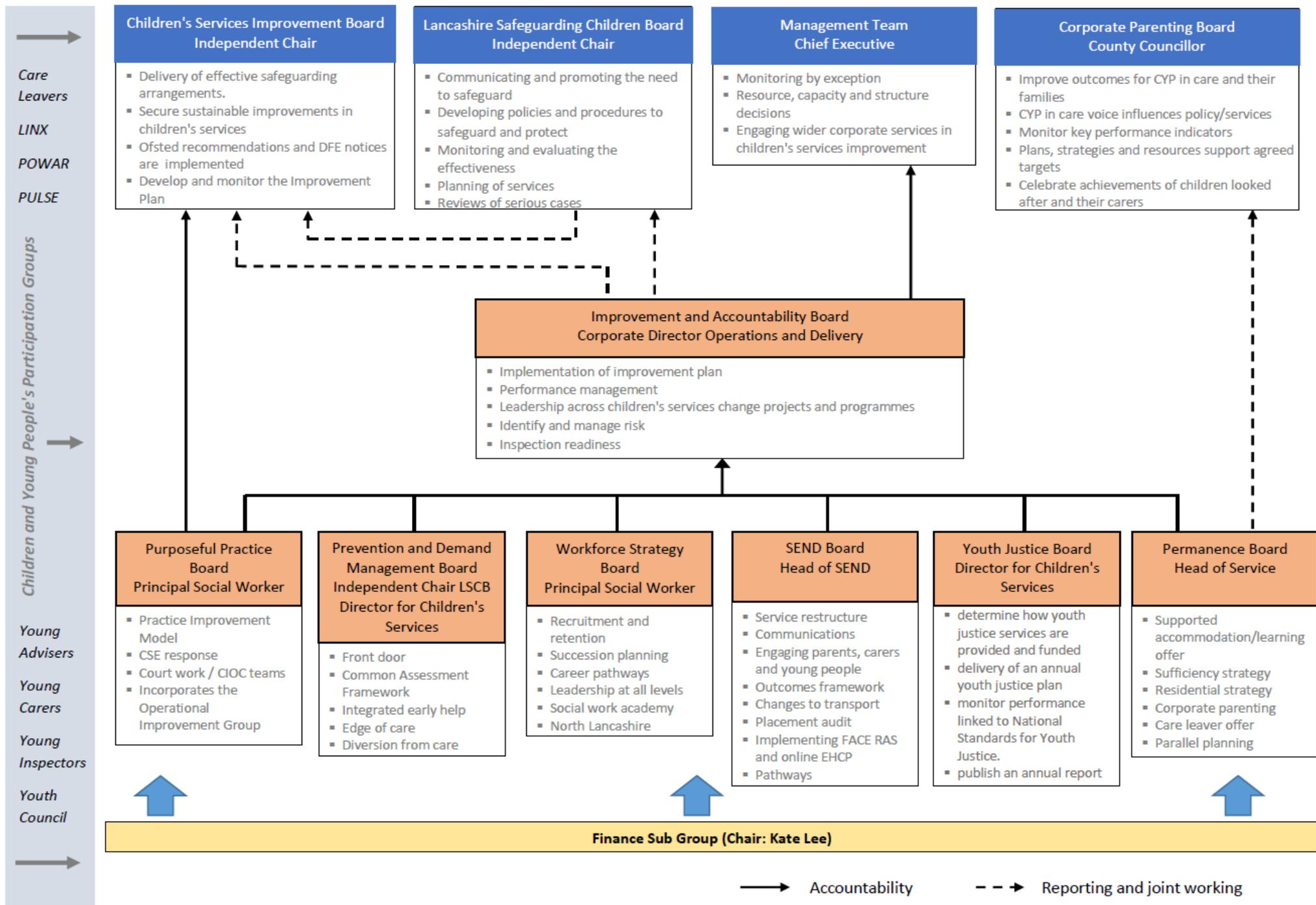
## Governance

The delivery of priorities and actions detailed in this Plan will embed improvements for vulnerable children and this will be underpinned by more detailed implementation plans for each of the following areas:

1. Prevention and Demand Management
2. Purposeful Practice
3. Permanence and Corporate Parenting
4. Workforce Strategy
5. Children with Special educational Needs and Disabilities
6. Youth Justice

A new governance structure will be implemented (see below) and will be responsible for ensuring effective delivery through monitoring and scrutinising progress and impact. The Improvement and Accountability Board will assume responsibility for the implementation of the Improvement Plan and will provide regular updates to the Improvement Board, Lancashire Safeguarding Children Board, LCC Management Team and the Corporate Parenting Board.

The establishment of this governance structure has streamlined existing arrangements, reduced the number of meetings and provides a more effective, coherent and robust governance framework to oversee the delivery of significant change programmes across children's services.



## What are we working towards.....

The original Improvement Plan is a response to the Ofsted inspection report and was been put together in such a way that the focus was framed around the 17 Ofsted recommendations. It was always recognised that in the medium term the Plan would need to evolve into a more sophisticated set of actions that will start to shape the cultural change to children's services that is required longer term. This new Improvement Plan will move development towards this new phase and will build on the strands identified below:

**Children at the centre of all we do** – we will understand what their lives are like, work with them to improve and have ambition for them.

**What good looks like** – elected members, strategic leaders, managers and frontline practitioners will have a shared understanding of what good looks like and this will be informed by what children, young people and families are telling us but also the evidence that is available locally, regionally and nationally.

**Workforce** - practitioners will have the confidence, knowledge and skills to provide effective and timely support to children, young people and families. Regular supervision will allow appropriate support and challenge and workloads will be manageable.

**Leadership** – there will be strong, decisive and visible leadership that ensures there is clarity of expectations, direction and priorities. Leadership will be provided at many different levels but always with a consistency of message and approach. Leadership will embed a can do approach.

**Demand** - families are able to access support as early as possible, to prevent problems getting worse and reducing the need for intensive and costly specialist services.

**Collaboration** – the way we work with and support families will be coherent and effective. Integrated working will ensure that resources, expertise and skills from across a range of partners can achieve the best possible outcomes for vulnerable children and young people.

**Challenge and curiosity** - decision making and approach will be driven at all levels by regular, accurate and up to date information and intelligence. There will be one version of this performance information, supplemented by strong intelligence and there will be a clear understanding of what it is telling us. We will continuously challenge practice at all levels to strive for improvement.

**Innovation and creativity** – the environment and culture we work in will allow innovation and creativity to thrive at all levels. Whether that is developing new solutions alongside families or being creative about the way we design services and challenge strategic thinking.

## How we will evidence improvement

There are a number of ways that will provide assurance that we are making a difference and improving the services that children and young people access:

**Performance Information** – part of this Plan is to refine and streamline the performance information that is used by managers and practitioners and produce a dashboard of key indicators and targets that will be reviewed weekly and will provide clear measure of progress.

**Line of sight** – a clear framework that sets out the key data and intelligence that needs to be regularly collated, reviewed and responded to. The line of sight framework will ensure that leaders at all levels, from the Cabinet and Lead Member to the Director of Children's Service to Team Managers, have a timely understanding of performance progress and issues that informs decision making.

**Audit Framework** – a new and robust audit framework has been developed as is being embedded across children's services. Information through the monthly audit cycle will provide clear evidence on whether the quality of practice is improving and how this is impacting on the experience of children and young people.

**Monitoring, accountability and scrutiny arrangements** – the Improvement and Accountability Board will be the key vehicle for scrutiny and challenge. Other forums including the Improvement Board, Lancashire Safeguarding Children Board and the Corporate Parenting Board will also provide scrutiny and challenge.

**Purposeful Practice Board** – a multi-agency group made up of frontline practitioners. This group will ensure that front line practitioners can provide scrutiny, challenge and feedback that ensures that the development of new practice, policies and procedures support more effective working with children and families.

**Peer challenge and review** – a programme of peer challenge and review events agreed through regional collaborative arrangements will provide regular, external support and challenge.

**Stakeholder communication and engagement** – a communication and engagement strategy will outline the development of improvement activity including newsletters, website, briefings and workshops. This will enable wider awareness and understanding of the progress made but also engagement with stakeholders so that they can inform and collaborate around future developments and activity.

**Ofsted Monitoring Inspections and Re-inspection** – Ofsted will follow their framework of quarterly monitoring inspections and eventually full re-inspection. Ofsted will produce a formal report after each inspection event to outline their findings.

**Children and young people** – we will engage with the existing young people's forums such as LINX, POWAR, Voice Over and through the Corporate Parenting Board to gauge the views of children and young people and use these to inform service development. Practitioners will also speak to individual children and young people as part of the audit framework to establish how well we are supporting them and where we could improve this support

If satisfactory progress is not being made in delivering specific improvement activity a recovery plan will be produced detailing the interventions that will be made to quickly bring performance back within expected thresholds. The recovery plan will be agreed and monitored by the Improvement and Accountability Board.

## Programme Plan

Outcome we are trying to achieve	Activity	When?	Who?	
1.1	Young people are equal partners not merely consulted in service design and delivery	<ul style="list-style-type: none"> <li>▪ Research independent participation models including youth led organisations, charities and social enterprises and include the role of the apprentices within this model.</li> <li>▪ Explore and agree the social value element of the Participation service specification</li> <li>▪ Commissioned participation service provider to include social value element</li> <li>▪ Set up a 'task force' including youth council, LINX and POWAR members and County Councillors to explore future models and options</li> <li>▪ Task force to make recommendations to Cabinet/ senior decision makers</li> </ul>	November 2017  January 2018  October 2017  January 2018  March 2018	Strategic Participation Lead for CYP
<b>Measures of success:</b> <ul style="list-style-type: none"> <li>▪ Taskforce of young people and elected members established and informs future model</li> <li>▪ New participation specification in place which includes a young people's led arm's length body</li> </ul>				
1.2	Performance management not monitoring. Effective line of sight and QA process at all levels	<ul style="list-style-type: none"> <li>▪ Review and streamline the performance reports that are being provided.</li> <li>▪ Establish clear guidance on what managers should be extracting directly from LCS and be responsible for performance management at each level of the service</li> <li>▪ Work with the Principal Social Work to ensure a clear plan is in place to support managers to effectively manage performance</li> <li>▪ Implement plan and monitor progress</li> <li>▪ Work with West Lancs to pilot a data dashboard which will</li> </ul>	November 2017  December 2017  December 2017  January 2018	Head of Business Intelligence

		<p>provide the key information needed to understand demand/performance/capacity.</p> <ul style="list-style-type: none"> <li>▪ Review, evaluate and refine the West Lancs dashboard before county wide roll out</li> <li>▪ DCS and Lead Member line of sight process in place – following pilot this is produced for all levels of the organisation</li> </ul>	<p>October 2017</p> <p>November 2017</p> <p>December 2017</p>	
<p>Measures of success:</p> <ul style="list-style-type: none"> <li>▪ Managers are regularly using LCS to extract performance information and inform priority setting</li> <li>▪ Refreshed and streamlined performance dashboard in place</li> <li>▪ Line of sight process established and embedded</li> </ul>				
1.3	Frontline staff are fully engaged in improvement planning	<ul style="list-style-type: none"> <li>▪ Facilitate nine staff workshops across the county to shape and inform the vision and underpinning principles for how we support children</li> <li>▪ Delivery termly staff briefings across the three localities</li> <li>▪ Refresh the children's services communication and engagement strategy and plan</li> <li>▪ Further develop the Purposeful Practice to ensure this is the key point for staff engagement</li> </ul>	<p>October 2017</p> <p>December 2017 and ongoing December 2017</p> <p>November 2017</p>	Principal Social Worker
<p>Measures of success:</p> <ul style="list-style-type: none"> <li>▪ Effective feedback and communication process in place at all levels</li> <li>▪ Rolling programme of termly staff workshops delivered</li> </ul>				
1.4	Develop, agree and implement refreshed multi agency governance arrangements for prevention and	<ul style="list-style-type: none"> <li>▪ Agree with the LSCB chair the scope of work to refresh the multi-agency governance arrangements.</li> <li>▪ Source and agree capacity to undertake a review of governance arrangements and produce proposals for a new model moving forward</li> <li>▪ Develop and consult on proposals for a more coherent and streamlined governance model for prevention and demand</li> </ul>	<p>October 2017</p> <p>November 2017</p> <p>January 2018</p>	Chair of the LSCB

	demand management	<p>management</p> <ul style="list-style-type: none"> <li>▪ Agree a new model multi agency governance model</li> <li>▪ Implement new governance model</li> </ul>	<p>March 2018 May 2018</p>	
<p><b>Measures of success:</b></p> <ul style="list-style-type: none"> <li>▪ New multi-agency governance arrangements for children's services are implemented</li> </ul>				
1.5	Effective roll out and embedding of audit model across children's services	<ul style="list-style-type: none"> <li>▪ Roll out of audit framework across all children's services</li> <li>▪ Produce monthly and quarterly audit reports that identify the learning from audit and measure progress.</li> <li>▪ Ensure a consistent approach to benchmarking the quality of practice across children's services</li> <li>▪ Maintain audit tracker across all services and ensure audit actions are completed in a timely manner.</li> <li>▪ Provide reflective discussion with the social worker to support their understanding of audit findings and support professional development.</li> </ul>	<p>October 2017 October 2017 November 2017 November 2017 November 2017</p>	<p>Head of Safeguarding, Inspection and Audit</p>
<p><b>Measures of success:</b></p> <ul style="list-style-type: none"> <li>▪ Audit model embedded across all parts of children's services</li> <li>▪ Outstanding actions reduced to within business as usual thresholds</li> <li>▪ 80% of all cases audited are 'requires improvement' or better</li> </ul>				
1.6	Alignment of LCC and LSCB audit activity	<p>There is far closer working between the LCC and the LSCB to ensure audit activity is aligned coherent and driving improved practice:</p> <ul style="list-style-type: none"> <li>▪ Establish clear arrangements and introduce regular co-ordination meetings to: <ol style="list-style-type: none"> <li>1. Identify common and independent audit themes</li> <li>2. Manage and co-ordinate audit resource and capacity</li> <li>3. Share information</li> <li>4. Share and review audit findings</li> <li>5. Align audit activity with external inspection, audit and review</li> </ol> </li> </ul>	<p>October 2017</p>	<p>Head of Safeguarding, Inspection and Audit</p>

		<p>6. Develop a shared view of the services provided to children and young people.</p> <ul style="list-style-type: none"> <li>Introduce a shared planning/schedule cycle to align audit activity</li> </ul>	November 2017	
<p><b>Measures of success:</b></p> <ul style="list-style-type: none"> <li>Audit activity is aligned across LCC and the LSCB</li> <li>Evidence is collated that shows audit activity is improving practice</li> <li>Evidence that the learning from Serious Case Reviews can be evidenced through audit activity</li> </ul>				
1.7	Implement a plan that delivers the outstanding recommendations from the Newton Europe Pathway review of children's services	<ul style="list-style-type: none"> <li>Introduce financial scenario-based modelling to define an appropriate budget envelope for staffing and placement costs.</li> <li>Joint working with project managers across a number of work-streams in this plan to set financial targets and key performance measures that align with Newton's key findings</li> <li>To regularly review and monitor agreed targets and performance measures and report progress to the Improvement and Accountability Board.</li> <li>Agreed placement budgets that take account of all known factors and strategies</li> <li>Quarterly adjustment of the MTFS to reflect change in forecast/ assumptions</li> </ul>	<p>October 2017</p> <p>December 2017</p> <p>Ongoing</p> <p>December 2017</p> <p>Quarterly</p>	Head of Financial Management
<p><b>Measures of success:</b></p> <ul style="list-style-type: none"> <li>Agreed savings targets and timescales for delivery</li> <li>Agreed caseload levels and workforce profile that establishes a budget envelope to deliver 'fit for purpose' Children's Services;</li> <li>Agreed placement budgets that take account of all known factors and strategies</li> <li>Monitoring and reporting to Programme Office leads the status of savings against targets;</li> <li>Quarterly adjustment of the MTFS to reflect change in forecast/assumptions</li> <li>There is sufficient resources to deliver and sustain a safe service</li> </ul>				
1.8	Establish a clear	<ul style="list-style-type: none"> <li>Using Newton diagnostic, Practice improvement Model and</li> </ul>	December 2017	Director of

understanding of the future demand in children's services and the staff and resources needed	analysis of performance data trends propose and agree steady state targets and timeframes <ul style="list-style-type: none"> <li>▪ Agreed appropriate caseload levels and workforce mix that establishes a budget envelope to deliver 'fit for purpose' Children's Services;</li> </ul>	December 2017	Children's Services
<b>Measures of success:</b> <ul style="list-style-type: none"> <li>▪ Short, medium and long term steady state targets set</li> </ul>			

### Prevention and Demand Management

Outcome we are trying to achieve	Activity	When?	Who?	
2.1	Agree and implement pan Lancashire Continuum of Need and thresholds	<ul style="list-style-type: none"> <li>▪ Secure agreement across pan Lancashire local authorities and LSCBs for one continuum of need, threshold document and assessment model</li> <li>▪ Consult with identified partners and stakeholders to inform the approach</li> <li>▪ Produce and agree a pan Lancashire continuum of need, threshold document and assessment model</li> <li>▪ Produce associated guidance documentation</li> <li>▪ Measures devised and monitored by LSCBs to measure impact and benefits of having an aligned practice approach</li> <li>▪ Plan implemented for briefing, roll out and training of staff across the three local authorities.</li> <li>▪ Implementation of new continuum of need, threshold document and assessment model</li> </ul>	September 2017  October 2017  December 2017  December 2017 December 2017  December 2017  February 2018	Director of Children's Services
<b>Measures of success:</b> <ul style="list-style-type: none"> <li>▪ Pan Lancashire CoN and thresholds in place</li> <li>▪ Reduce contacts that are No Further Action</li> <li>▪ Rate of referrals is less than 46 per 10,000</li> </ul>				

2.2	Develop a pilot approach to working with clusters of schools to provide prevention and early help services	<ul style="list-style-type: none"> <li>▪ Identify lead coordinator in School Improvement Service</li> <li>▪ Identify and develop a group of schools in Districts 2 and 4 to support the development of prevention and early help services</li> <li>▪ Facilitate a sounding board of head teachers and governors</li> <li>▪ Identify best practice and share with local clusters of schools</li> <li>▪ County wide roll out of a model of prevention and early help across all schools</li> </ul>	<p>October 2017 November 2017</p> <p>January 2018</p> <p>May 2018</p> <p>September 2018</p>	Head of School Improvement
<b>Measures of success:</b> <ul style="list-style-type: none"> <li>▪ Prevention and early help model in place across schools</li> </ul>				
2.3	Implement and embed the redesign of the social care front door	<ul style="list-style-type: none"> <li>▪ MASH governance arrangements (Operational/Strategic) in place</li> <li>▪ Multi agency Service Delivery Plan developed produced and agreed</li> <li>▪ Begin testing of key elements of the plan</li> <li>▪ Multi-agency performance management framework implemented</li> <li>▪ Review and revise Customer Access Services role within the MASH</li> <li>▪ Revised Information Sharing Protocols agreed and in place</li> <li>▪ Revised policy and procedures produced.</li> <li>▪ Front door redesign fully implemented</li> <li>▪ Using data and intelligence available identify and targets areas/teams and where demand is highest</li> <li>▪ Use approaches developed through the Practice Improvement Model to strengthen the relationship, pathways for step up step down between early help and CSC</li> <li>▪ Monthly monitoring and reporting to Children's Services</li> </ul>	<p>September 2017</p> <p>September 2017</p> <p>September 2017 October 2017</p> <p>August 2017</p> <p>September 2017 October 2017 January 2018</p> <p>September 2017</p> <p>October 2017</p> <p>October 2017</p>	<p>Children's Services Programme Manager</p> <p>Head of Wellbeing, Prevention and Early Help</p>

		<ul style="list-style-type: none"> <li>SMT on the effectiveness of CiN/Early Help pathways <ul style="list-style-type: none"> <li>MASH diagnostic/review will incorporate early help resources/pathways</li> </ul> </li> </ul>	September 2017	
<b>Measures of success:</b> <ul style="list-style-type: none"> <li>Rate of referrals is less than 46 per 10,000</li> <li>More than 30% of contacts are converted to a referral</li> <li>Reduced number of referrals where the outcome is no further action</li> <li>Re-referrals rates are maintained in the good or outstanding thresholds</li> <li>Effective and timely step down of Child in Need cases to early help services</li> </ul>				

### Purposeful Practice

Outcome we are trying to achieve	Activity	When?	Who?
3.1 Pilot approach for taking court work out of the CIOC team	<ul style="list-style-type: none"> <li>Develop proposals to pilot an approach that moves care proceedings out of the Children in Our Care Team</li> <li>Identify appropriate team/district to pilot this approach</li> <li>Consult and engage with staff on the development of this new approach</li> <li>Implementation of the new approach</li> <li>Monitor and track the impact of changes and report into the Children's Services SMT</li> <li>Ongoing staff engagement including periodic use of survey monkey to gauge staff satisfaction</li> <li>Evaluate the impact of the pilot and produce recommendations</li> <li>Roll out of new CIOC model and recommendations</li> </ul>	September 2017 September 2017 September 2017 October 2017 Ongoing Ongoing February 2018 March 2018	Head of Social Care (East)
<b>Measures of success:</b> <ul style="list-style-type: none"> <li>Improved service to children looked after measured with current data and service user feedback.</li> <li>Less complaints from the court and IROs</li> </ul>			

<ul style="list-style-type: none"> <li>▪ Less than 20% of audited CLA cases are inadequate</li> <li>▪ Improved compliance and quality of work</li> </ul>				
3.2	Develop a revised CSE response, which includes wider links to missing and vulnerable young people and reduced number of CLA	<ul style="list-style-type: none"> <li>▪ Analysis of effectiveness of CSE provision and identify risks</li> <li>▪ Pilot approach in central locality prevent the duplication of work and workers in dealing with CSE</li> <li>▪ Increase the capacity within this specialist team to deliver the appropriate level of assessment, support and intervention by utilising additional support through non-social work qualified staff.</li> <li>▪ All risks assessments and holistic assessments completed by the allocated CSE worker</li> <li>▪ Improved preventative work with partner agencies such as schools, health, community safety, police, transport and licensed premises.</li> <li>▪ Introduce a centralised missing from home response increasing compliance and build understanding to enable mapping to establish people and places of concern.</li> <li>▪ Creation of MFH panels to ensure a joined up response and improve the safety plans around each high risk missing child.</li> <li>▪ Evaluation of central pilot</li> <li>▪ County wide roll out of pilot model</li> </ul>	<p>September 2017</p> <p>October 2017</p> <p>October 2017</p> <p>November 2017</p> <p>October 2017 ongoing</p> <p>November 2017</p> <p>December 2017</p> <p>March 2018</p> <p>May 2018</p>	Tracey Poole-Nandy
<p><b>Measures of success:</b></p> <ul style="list-style-type: none"> <li>▪ CSE intelligence and data informs how resources are allocated and targeted</li> <li>▪ Potential CSE victims are identified and offered appropriate support</li> <li>▪ Improved and joined up response to high risk missing children</li> <li>▪ Better able to identify and manage risk linked to CSE</li> </ul>				
3.3	Deliver the Practice Improvement	<p>Plan to include:</p> <ul style="list-style-type: none"> <li>▪ Improved ways of working with CiN to ensure robust management oversight and social work assessment</li> </ul>		Head of Children's Services

	Model county wide roll out plan	<p>including pod model</p> <ul style="list-style-type: none"> <li>▪ Review and redefine manager role at PM, TM, SM level and put in place a robust evidence based management development programme which support effective practice leadership</li> <li>▪ Ensure social work operating model is in place which delivers purposeful practice and in particular support to social workers to be able to articulate their reasons for involvement and the outcomes they are trying to achieve and delivers improved productivity and reduces delay, outputs declined, practice standards and consistency of application</li> <li>▪ Implement a consistent contact teams model and approach</li> </ul>	<p>October 2017</p> <p>October 2017</p> <p>March 2018</p> <p>October 2017</p>	Improvement
<p><b>Measures of success:</b></p> <ul style="list-style-type: none"> <li>▪ All complex CiN cases are held by social workers</li> <li>▪ Social work model evident through assessments, plans, reviews and interventions</li> <li>▪ Improved quality of work on cases and reduction in drift and delay</li> <li>▪ 80% of all CiN cases are audited as being 'requires improvement' or better</li> </ul>				
	<b>Outcome we are trying to achieve</b>	<b>Activity</b>	<b>When?</b>	<b>Who?</b>
3.4	Develop and implement an effective workforce strategy	<p>Support effective social work practice that delivers outcomes for children:</p> <ul style="list-style-type: none"> <li>▪ Clarity around what good looks like</li> <li>▪ Stable and coherent workforce</li> <li>▪ Appropriate skills mix and understanding of development needs</li> </ul> <p>Elements to include in the strategy:</p> <ul style="list-style-type: none"> <li>▪ Grow your own scheme to support longstanding and experienced family support workers to become social workers</li> </ul>	<p>March 2018</p>	Principal Social Worker

		<ul style="list-style-type: none"> <li>▪ A revised approach to the development and recruitment of ASYEs which recognises they are our workforce of the future and ensures strong guidance and mentoring that leads to retention</li> <li>▪ Development of a peripatetic team to reduce the need for agency staff</li> <li>▪ Development of retention strategies which are not necessarily linked to financial rewards but are linked to career pathways</li> <li>▪ Robust workforce data is in place – including salary benchmarks, exit interviews and measurement of compliance</li> <li>▪ Selling Lancashire as a brilliant place to work</li> <li>▪ Effective leadership of practice</li> </ul>	<p>January 2018</p> <p>February 2018</p> <p>February 2018</p> <p>January 2018</p> <p>December 2017</p> <p>March 2018</p>	
<p><b>Measures of success:</b></p> <ul style="list-style-type: none"> <li>▪ Decreasing vacancies across children's social care</li> <li>▪ Maintain average caseloads in the good or outstanding threshold on the performance dashboard</li> <li>▪ Social workers with increasing levels of experience</li> <li>▪ Managers ensure compliance and quality is improved</li> </ul>				

## Permanence and Corporate Parenting

Outcome we are trying to achieve	Activity	When?	Who?	
4.1	Young people have access to advice and support when they need it and can shape their care	<ul style="list-style-type: none"> <li>▪ Pilot the use of Facebook by Leaving care service starting with Central</li> <li>▪ Roll out use of Facebook in East and North</li> <li>▪ Produce Mind of My own (MoMo) implementation plan</li> <li>▪ Launch MoMo</li> <li>▪ Performance metrics agreed, monitored and reported</li> <li>▪ Evaluation programme with children, young people and senior managers agreed and implemented</li> <li>▪ Evaluation report completed</li> <li>▪ Agree a long term plan for the use of social media</li> <li>▪ Implement social media plan</li> </ul>	September 2017  November 2017 September 2017 September 2017 September 2017 January 2018  February 2018 March 2018 April 2018	Strategic Lead for CYP Participation
<b>Measures of success:</b> <ul style="list-style-type: none"> <li>▪ Improved contact between young people and key staff</li> <li>▪ Increasing numbers of children and young people using MoMo and Facebook</li> <li>▪ Increase in numbers of children who are actively part of their review</li> <li>▪ Positive feedback from children, young people and families</li> </ul>				
4.2	Children in our care and those leaving have access to a clear local offer that meets their needs  Needs to have	<ul style="list-style-type: none"> <li>▪ Engage CLA and care leavers in producing film about Corporate Parenting and delivering training to social workers / social care staff</li> <li>▪ Explore opportunities for LINX Young Inspectors to align their inspections to the 7 principles</li> <li>▪ Integrate Corporate Parenting principles into recruitment, induction and training of social care staff</li> <li>▪ Explore the incorporation of the principles of corporate</li> </ul>	September 2017  September 2017  September	Strategic Lead for CYP Participation

	<p>housing and employment offer</p> <p>Needs WPEH offer</p>	<p>parenting into all relevant commissioning frameworks and monitoring</p> <ul style="list-style-type: none"> <li>▪ Engage CLA and care leavers in the development of the advice and guidance offer to care leavers up to 25</li> <li>▪ Engage LINX/ CLA and Care leavers in the development of the local offer for care leavers</li> <li>▪ Pilot Care leavers Support and Engagement groups in East Lancashire</li> <li>▪ Pilot ASDAN cookery course with care leavers forum with view to rolling out across the county</li> <li>▪ Explore and engage children and young people in responding to the requirement that relationships education (primary) and sex and relationships education (secondary)</li> </ul>	<p>2017</p> <p>October 2017</p> <p>November 2017</p> <p>November 2017</p> <p>September 2017</p> <p>September 2017</p> <p>December 2017</p>	
<p><b>Measures of success:</b></p> <ul style="list-style-type: none"> <li>▪ More than 45% of CLA are in EET</li> <li>▪ Increase in numbers of CLA who we have been in contact with more than 90% of CLA in the last three months</li> <li>▪ 80% of CLA are in suitable accommodation</li> </ul>				
4.3	<p>Engage children and young people to inform the development of a new schools offer</p>	<ul style="list-style-type: none"> <li>▪ Engage with Lancashire Youth Council and share the new offer</li> <li>▪ Present a summary of all priorities with all primary headteachers and senior leaders, through Autumn term headteacher forums</li> <li>▪ Write a summary of the priorities to add to Governor newsletter</li> <li>▪ Brief all school advisers (primary, secondary and special) on the revised offer, so widening the knowledge base of the Improvement Service</li> </ul>	<p>September 2017</p> <p>December 2017</p> <p>December 2017</p> <p>January 2018</p>	<p>Head of School Improvement</p>
<p><b>Measures of success:</b></p>				

<ul style="list-style-type: none"> <li>Children and young play an active role and inform the new schools offer</li> </ul>				
4.4	Ensure placement sufficiency	<ul style="list-style-type: none"> <li>Evaluate the impact of the recent pilot of an Access to Resources Team (ART)</li> <li>Produce and present an evidence based case for expansion of ART team in order to realise further improvements and savings</li> <li>Mobilise increased ART capacity and specifically:               <ol style="list-style-type: none"> <li>Take ownership of the 'business side' of children's social care by:</li> <li>Effective market management of the market</li> <li>Establish a more effective strategic overview of demand and sufficiency and strategy</li> </ol> </li> </ul>	<p>September 2017</p> <p>September 2017</p> <p>November 2017</p>	Head of Start Well Commissioning and Policy
<p><b>Measures of success:</b></p> <ul style="list-style-type: none"> <li>Reduce emergency placements</li> <li>Reduce number of placement breakdowns</li> </ul>				
4.5	Develop and implement a delivery plan for the Residential Strategy and edge of care response	<ul style="list-style-type: none"> <li>Strengthen outreach offer</li> <li>Pilot Adolescent Support Unit</li> <li>Increase Family Group Conference support</li> <li>Ensure consistent application of the Section 20 charging policy</li> <li>Develop a consistent approach to ensure health/ education contributions</li> <li>Improve placement finding</li> <li>Better scrutiny of placements</li> <li>Work with providers to develop bespoke complex placements</li> <li>Develop step down into fostering provision</li> <li>Creation of complex in-house beds to increase utilisation of mainstream homes</li> <li>Consideration of collaborative block purchasing complex beds with other authorities</li> </ul>	<p>March 2018</p> <p>December 2017</p> <p>March 2018</p> <p>November 2017</p> <p>May 2018</p> <p>November 2017</p> <p>November 2017</p> <p>June 2018</p> <p>March 2018</p> <p>July 2018</p> <p>September</p>	Head of Youth Justice, Fostering and Adoption

		<ul style="list-style-type: none"> <li>Creation of crisis unit to de-escalate/ prevent breakdown/ enable sourcing of best value placements</li> </ul>	2018 July 2018	
<b>Measures of success:</b> <ul style="list-style-type: none"> <li>There are less than 64 CLA per 10,000 of the population</li> <li>Able to place more complex CYP</li> <li>Able to better manage emergencies and prevent placement breakdowns</li> <li>Less than 10% of CLA have more than three placement moves in a year</li> <li>Increased numbers of in-house Children's Homes placements to 54 by March 2019</li> <li>Reduction in the Number of 10-17 Year Olds Starting to be Looked After who are Accommodated Under Section 20 to 105 in March 2019</li> </ul>				
4.6	Improve parallel planning	<ul style="list-style-type: none"> <li>Improve the use of PLO and ensure all options are considered before court, especially kinship options</li> </ul>	March 2018	Heads of Children's Social Care
<b>Measures of success:</b> <ul style="list-style-type: none"> <li>Less than 9% of CLA are placed with parents</li> </ul>				