

# **Better for Children: Lancashire's Children's Services Development Plan**

**November 2018 - 19**

## Lancashire's Vision



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

*We will deliver this 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 is that services now require improvement to be good and good for our adoption service. 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.

However, there is still more to do to ensure that all children receive a consistently good service. In total, Ofsted made 11 recommendations. Essentially we need to continue to strengthen and improve in 5 key areas:

<b>Effective Partnership Working</b>	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.
<b>Prevention</b>	We will work with partners to ensure that an effective range of 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.
<b>Purposeful Practice</b>	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.
<b>Permanence and Corporate Parenting</b>	<p>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> <p>We want all our children to meet their potential. Therefore, 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 at Key Stage 4. We want all our children that leave care to live healthy, successful, fulfilling lives. Therefore, we will ensure that all our care leavers receive timely and accessible support to meet their financial, educational and emotional health needs.</p>
<b>Effective Use of Performance Data</b>	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 manager's measure progress and examine trends.

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 Corporate Parenting
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 Corporate Parenting
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 Corporate Parenting
9. Ensure that care leavers receive timely and accessible support that meets their financial, educational and emotional health needs.	Permanence and Corporate Parenting
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 Development 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 Cluster 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 Children's Services Improvement and Accountability Board and progress will be reported to Members and partners via existing arrangements.

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

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

**Key Area 1: Effective Partnership Working**

**Outcome statements:**

- 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 violence receive timely and appropriate support that meets their needs.

Action	Ofsted Ref	KPI Ref	Due	Lead
<b>1.1 Lead the development of effective collaborative partnership strategies and plans which support the improvement of services to children and families</b>				
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	Executive Director of Education and Children's Services
1.1.2 Develop a strategy for improving outcomes for CYP with SEND across the local area through co-production with stakeholders across the partnership.	Recommendation 1		January 2019	Head of SEND
<b>1.2 Embed an agreed approach to effectively identifying and managing neglect, in all its forms</b>				
1.2.1 Develop a refreshed multi-agency Neglect Strategy, in consultation with a wide range of partners.	Recommendation 5		January 2019	Chair of Lancashire Safeguarding Children's Board (LSCB)
1.2.2 Develop operational delivery plans to ensure effective and meaningful delivery of the updated strategy.	Recommendation 5		March 2019	Head of Service, Children's Social Care (CSC), East Locality Chair of LSCB
1.2.3 Deliver refreshed training to support the delivery of the Neglect Strategy.	Recommendation 5		March 2019	Head of Service, CSC, East Locality Chair of LSCB
1.2.4 Develop an online toolkit to support the delivery of the Neglect Strategy.	Recommendation 5		March 2019	Head of Service, CSC, East Locality Chair of LSCB

1.2.5	Monitor and measure the impact of the Neglect Strategy and delivery plans.	Recommendation 5		October 2019	Head of Service, CSC, East Locality Chair of LSCB
<b>1.3</b>	<b>Ensure that effective, preventative and targeted support is in place for children and families living with domestic abuse</b>				
1.3.1	Develop an up to date multi-agency Domestic Abuse Strategy.	Recommendation 11		April 2019	Head of Service, CSC, Central Locality Chair of Pan Lancashire Domestic Abuse Board
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		Quarterly Monitoring	Head of Health, Equity and Partnerships
1.3.3	Review domestic abuse services and tools to identify gaps in provision in LCC commissioned services.	Recommendation 11		Initial Report January 2019	Head of Health, Equity and Partnerships
1.3.4	Recommission the Lancashire Domestic Abuse Perpetrator Programme to reduce reoffending and improve life chances within vulnerable households.	Recommendation 11		April 2019	Head of Health, Equity and Partnerships
1.3.6	Implement the use of Operation Encompass to improve the timeliness of information sharing and support to children experiencing domestic abuse.	Recommendation 11		January 2019	Head of Fostering, Adoption, Residential and YOT (FARY) Chair of LSCB
1.3.7	Improve the quality and timeliness of police vulnerable person reports to the Multi-Agency Safeguarding Hub (MASH).	Recommendation 11		March 2019	Head of FARY

**Key Area 2: Prevention**

**Outcome statement:**

- Effective services are in place to reduce 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	KPI Ref	Due	Lead
<b>2.1 Develop an effective range of early help services</b>				
2.1.1 Develop a multi-agency Early Help Strategy.	Recommendation 1		June 2019	Head of Children, Family and Wellbeing (CFW) Service
2.1.2 Develop Integrated Early Help Teams across the county.	Recommendation 1		June 2019	Head of CFW Service
2.1.3 Work with NHS and Social Care partners to develop a directory of multi-agency universal and targeted resources across the county.	Recommendation 1		November 2019	Head of Health, Equity and Partnerships
2.1.4 Commission an external Edge of Care Service.	Recommendation 1		September 2019	Head of Policy, Information and Commissioning
<b>2.2 Continue to develop effective MASH arrangements</b>				
2.2.2 Improve the timeliness of decision making in the MASH.	Recommendation 1		January 2019	Head of FARY
2.2.3 Establish early help MASH referral posts to support multi-agency use of the CAF tool and identify appropriate early help intervention.	Recommendation 1		January 2019	Head of FARY Head of CFW Service
2.2.4 Embed the system of regular case audits in MASH (including multi-agency audits) to identify themes, inform training and drive activity.	Recommendation 1 and 10		April 2019	Head of FARY
<b>2.3 Embed the use of the Early Help and MASH modules on Lancashire Child System</b>				
2.3.1 Identify and secure multi-agency early help pathways to provide appropriate level of support and agency response.	Recommendation 1		April 2019	Head of FARY Head of CFW Service
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	Head of FARY Head of CFW Service

**Key Area 3: Purposeful Practice**

**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	KPI Ref	Due	Lead
<b>3.1 Develop shared values, principles, knowledge and skills</b>				
3.1.1 Ensure that social workers and managers understand the Knowledge and Skills Statement (KSS) and accreditation process.			March 2019	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 Knowledge and Skills Statement (KSS).			January 2019	Principal Social Worker
3.1.3 Develop a clear communications strategy, to promote values, aspirations and the shift from compliance to quality.			February 2019	Principal Social Worker
3.1.4 Refresh all learning and development training and guidance to ensure that they: <ul style="list-style-type: none"> <li>- promote the clear values and principles of social work set out in our Statement of Social Work in Lancashire;</li> <li>- promote KSS;</li> <li>- are centred on the journey of the child;</li> <li>- support the delivery of Ofsted recommendations.</li> </ul>	ALL recommendations		March 2019	Principal Social Worker
<b>3.2 Embed the use of a more strengths based Risk Sensible Model</b>				
3.2.1 Commission bespoke training to support more strengths based practice.			Plan In Place By January 2019	Principal Social Worker
3.2.2 Review all aide memoires and training to ensure the promotion of a strengths based risk sensible approach.			March 2019	Principal Social Worker
3.2.3 Undertake and utilise findings from regular case audits on the use of the strengths based risk sensible approach to inform training and drive activity at a local level.	Recommendation 10		April 2019	Locality Heads of CSC

<b>3.3 Improve quality of assessments</b>					
3.3.1	Deliver training on good assessments, available to all staff across Children's Services.	Recommendation 2		New Programme To Be Delivered From March 2019	Principal Social Worker
3.3.2	Deliver joint training sessions with Independent Reviewing Officers (IROs) and front line managers to: a) gain a shared understanding of challenges around assessments; b) clearly articulate what 'good' looks like; c) enable positive critical challenge.	Recommendation 2		February 2019	Principal Social Worker
3.3.3	Deliver Manager Learning Circles to: a) increase knowledge of what a good assessment looks like; b) enable confident challenge to front line staff; c) increase number of signed off good quality assessments.	Recommendation 2		Pilot November 2018 Roll Out June 2019	Principal Social Worker
3.3.4	Undertake and utilise findings from regular case audits on the quality of assessments to identify themes, inform training and drive activity at a local level.	Recommendation 2 and 10		February 2019	Locality Heads of CSC
3.3.5	Utilise service wide findings from case audits on the quality of assessments to inform activity and secure a consistent countywide approach.	Recommendation 2 and 10		March 2019	Director of Children's Social Care
<b>3.4 Ensure that plans are specific, measureable and outcome-focused</b>					
3.4.1	Deliver training on SMART, child-impact focused plans, available to all staff across Children's Services.	Recommendation 3		New Programme To Be Delivered From March 2019	Principal Social Worker
3.4.2	Deliver joint training sessions with IROs and front line managers to: a) gain a shared understanding of challenges around plans; b) clearly articulate what 'good' looks like; c) enable positive critical challenge.	Recommendation 3		April 2019	Principal Social Worker
3.4.3	Deliver Manager Learning Circles to: a) increase knowledge of what a good plan looks like; b) enable confident challenge to front line staff;	Recommendation 3		Pilot November 2018 Roll Out June	Principal Social Worker

	c) increase the number of signed off good quality plans.			2019	
3.4.4	Review the current Personal Education Plan template to provide a more effective tool to support educational progress.	Recommendation 3 and 6		December 2018	Virtual School Headteacher
3.4.5	Review the current Education Health Care (EHC) Plan process to ensure the agreed pathway is fully embedded across all organisations.	Recommendation 3		January 2019	Head of SEND
3.4.6	Define Lancashire quality standards for EHC Plan.	Recommendation 3		January 2019	Head of SEND
3.4.7	Undertake and utilise findings from regular case audits on the quality of plans to identify themes, inform training and drive activity at a local level.	Recommendation 3 and 10		February 2019	Locality Heads of CSC Head of SEND
3.4.8	Utilise service wide findings from case audits on the quality of plans to inform activity and secure a consistent countywide approach.	Recommendation 3 and 10		March 2019	Director of Children's Social Care Head of SEND
<b>3.5</b>	<b>Improve the quality of critical challenge by first line managers, IROs and child protection conference chairs</b>				
3.5.1	Deliver training on quality, critical challenge through the Leadership Academy, IRO development days and joint training sessions with IROs and front line managers.	Recommendation 4		February 2019	Principal Social Worker
3.5.2	Deliver Manager Learning Circles with a focus on improving the quality of critical challenge.	Recommendation 4		Pilot Nov 2018 Roll Out June 2019	Principal Social Worker
3.5.3	Strengthen reflective supervision with first line managers to enable reflection on what is 'good' and facilitate quality, critical challenge.	Recommendation 4		Quarterly Monitoring	Locality Heads of CSC
3.5.4	Increase opportunities for peer challenge, shadowing and pan Lancashire collaboration.	Recommendation 4		February 2019	Locality Heads of CSC
3.5.5	Utilise a range of data and intelligence to identify themes and focus for challenge for first line managers.	Recommendation 4 and 10		February 2019	Locality Heads of CSC
3.5.6	Share data, intelligence and themes/ focus with first line managers to drive activity at a local level and enable appropriate critical challenge.	Recommendation 4 and 10		February 2019	Locality Heads of CSC
3.5.7	Develop guidance for IROs on chairing CLA reviews.	Recommendation 4		January 2019	Head of Safeguarding,

**Key Area 4: Permanence and Corporate Parenting**

**Outcome statements:**

- Children in Lancashire receive the right service at the right time that improves their outcomes.
- Children are only removed from the 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	KPI Ref	Due	Lead
<b>4.1 Ensure that children are only brought into care when it is in their best interests to do so</b>				
4.1.1 Share the findings from the Care Crisis report.			January 2019	Principal Social Worker
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.			January 2019	Principal Social Worker
4.1.3 Further develop consistent and effective 'Becoming Looked After Panels' and monthly Resource Panels.			January 2019	Director of Children's Social Care
<b>4.2 For children looked after using Section 20 of the Children's Act, further improve children's written records so it is clear why they are looked after and what the care episode is expected to achieve</b>				
4.2.1 Develop guidance on what should be included in all written records.			February 2019	Principal Social Worker
<b>4.3 Ensure that effective use is made of local, quality, permanent provision that can meet the needs of Lancashire children</b>				
4.3.1 Deliver training on 'The Right Placement for the Right Child.'			From January 2019	Principal Social Worker
4.3.2 Work collaboratively with agency framework providers to seek to prioritise Lancashire children for Lancashire placements.			Monthly	Head of Policy, Information and Commissioning
4.3.3 Develop new commissioning arrangements to block purchase up to half of our predictable need for agency children's home placements.			Service to Commence September 2019	Head of Policy, Information and Commissioning

4.3.4	Embed Placement Stability Meetings.			Quarterly Monitoring	Locality Heads of CSC Head of FARY
4.3.5	Undertake analysis on issues impacting on disruptions and use learning to improve procedures and processes.			Quarterly	Head of Service for FARY
<b>4.4</b>	<b>Embed a consistent and rigorous approach to permanence planning to reduce the likelihood of drift and delay</b>				
4.4.1	Establish a broader definition of permanence and kinship through the Statement of Social Work in Lancashire.	Recommendation 7		January 2019	Principal Social Worker
4.4.2	Revise the care planning protocol to ensure processes and policies are clear and understood.	Recommendation 7		January 2019	Head of CSC (Central)
4.4.3	Embed the use of the PLO Permanency Planning Tracker.	Recommendation 7		January 2019	Locality Heads of CSC
4.4.4	Deliver training on permanence through care planning.	Recommendation 7		January 2019	Principal Social Worker
4.4.5	Ensure that decisions are ratified at the Permanence Panel.	Recommendation 7		Quarterly Monitoring	Locality Heads of CSC Head of FARY
4.4.6	Embed improved use of Family Group Conferences, particularly at a non-statutory intervention level and at Initial Child Protection Conference.	Recommendation 7		January 2019	Locality Heads of CSC
4.4.7	Ensure that all CLA living away from parents have a Life Story book/ work completed.	Recommendation 7		November 2019	Locality Heads of CSC
4.4.8	Monitor Life Storybooks/ work and ensure that this is recorded at CLA reviews.	Recommendation 7		Quarterly Monitoring	Head of Safeguarding, Inspection and Audit
4.4.9	Improve the quality of IRO challenge to drift and delay and the quality of plans.	Recommendation 7		Quarterly Monitoring	Head of Safeguarding, Inspection and Audit
4.4.10	Monitor and evidence that permanence has been considered at the second CLA review.	Recommendation 7		Quarterly Monitoring	Head of Safeguarding, Inspection and Audit
<b>4.5</b>	<b>Ensure timely revocation hearings are held to secure permanence plans for children to remain in the care of their parents</b>				
4.5.1	Review all children who are placed at home with parents and seek revocation of orders where appropriate.	Recommendation 8		January 2019	Locality Heads of CSC
4.5.2	Establish Discharge Panels and tracker to reduce the likelihood of drift and delay.	Recommendation 8		January 2019	Locality Heads of CSC

4.5.3	Undertake regular audits of new placements made with parents and use learning to further improve practice.	Recommendation 8		Quarterly Monitoring	Head of Safeguarding, Inspection and Audit
4.5.4	Improve the quality of written agreements, training and quality assurance.	Recommendation 8		March 2019	Principal Social Worker
4.5.5	Ensure that management decisions are clearly recorded when children are returning home.	Recommendation 8		Quarterly Monitoring	Locality Heads of CSC
4.5.6	Ensure IRO challenge of drift and delay is evident and effective.	Recommendation 8		Quarterly Monitoring	Head of Safeguarding, Inspection and Audit
4.5.7	Audit and share understanding on drivers for high numbers of Home Placement Agreements to inform improved practice.	Recommendation 8		March 2019	Principal Social Worker
<b>4.6</b>	<b>Improve the educational attainment and progress of children looked after at Key Stage 4</b>				
4.6.1	Increase frequency of tracking for Year 9/10/11 pupils who are failing to progress at expected rate.	Recommendation 6		Spring Term 2019	Virtual School Headteacher
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	Locality Heads of CSC
4.6.3	Research most effective support in reading and Maths, including consultation with young people to identify barriers.	Recommendation 6		April 2019	Virtual School Headteacher
4.6.4	Use PGG+ high needs funding to support evidence based strategies.	Recommendation 6		April 2019	Virtual School Headteacher
4.6.5	Increase Careers, Education, Information, Advice and Guidance (CEIAG) support and opportunities for positive experience of the workplace from Yr 10 for our CLA placed in Lancashire schools.	Recommendation 6		Work Experience - January 2019  CEAIG – Y11 – Sept 2018 Y10 - Sept 2019	Virtual School Headteacher
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	Virtual School Headteacher
4.6.7	Increase the percentage of CLA who are educated in mainstream schools.	Recommendation 6		July 2019	Virtual School Headteacher

4.6.8	Increase the number of CLA with SEND who have access to the GCSE curriculum.	Recommendation 6		July 2019	Virtual School Headteacher
4.6.9	Analyse the outcomes for CYP with SEND and agree targets for improvement.	Recommendation 6		October 2019	Head of SEND
4.6.10	Implement a programme of action with schools to achieve the agreed targets for improvement.	Recommendation 6		November 2019	Head of SEND
<b>4.7</b>	<b>Ensure that care leavers receive timely, accessible support that meets their financial, educational &amp; emotional health needs</b>				
4.7.2	Develop training for all Personal Advisers and other support staff to ensure delivery of the Care Leavers Offer through improved planning and implementation of pathway plans.	Recommendation 9 and 4		March 2019	Head of CSC (East) 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 emotional health needs.	Recommendation 9		June 2019	Head of CSC (East) 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	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 time frames.	Recommendation 9 and 4		March 2019	Head of CSC (Central)
4.7.5	Embed the use of ASDAN training and accreditation through foster carer and Social Work Academy training.	Recommendation 9		March 2019	Head of CSC (Central)
4.7.6	Provide access for all care leavers who are NEET, to bespoke programmes of support.	Recommendation 9		March 2019	Head of CSC (Central)
4.7.7	Increase opportunities for care leavers to access work experience placements, work shadowing, apprenticeships and employment across Lancashire.	Recommendation 9		March 2019	Head of CSC (Central)
4.7.8	Establish a FE/Virtual School Forum to help develop appropriate courses and increase support for care leavers.	Recommendation 9		March 2019	Virtual School Headteacher
4.7.9	Provide opportunities for care leavers to increase their knowledge, understanding and experience of higher education.	Recommendation 9		April 2019	Head of CSC (Central)
4.7.10	Ensure that care leavers have their healthcare needs identified, assessed and met, and that there is oversight across the local	Recommendation 9		February	Head of SEND

area.			2019	Director of Children's Social Care
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### Key Area 5: Effective Use of Performance Data

**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	KPI Ref	Due	Lead
<b>5.1 Improve the use of performance data so that it is an effective tool to help managers measure progress and examine trends</b>				
5.1.1 Develop a robust performance framework which gathers performance and intelligence from across Children's Services.	Recommendation 10		February 2019	Chair of Data, Quality and Performance Group - Head of CSC (North)
5.1.2 Review existing mechanisms and reports to ensure that they support effective, efficient and timely analysis and recommendations.	Recommendation 10		February 2019	Chair of Data, Quality and Performance Group - Head of CSC (North)
5.1.3 Incorporate data and analysis from partners into the performance framework.	Recommendation 10		February 2019	Chair of Data, Quality and Performance Group - Head of CSC (North)
5.1.4 Use intelligence from analysis of early help interventions to demonstrate impact in preventing escalation to statutory services, diverting demand from statutory services and support the de-escalation pathways from statutory services.	Recommendation 10 and 1		April 2019	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 ensuring CYP and Parent/Carers voice is clearly communicated.	Recommendation 10		January 2019	Head of SEND
5.1.6 Develop a shared data dashboard communicating shared performance measures to inform CYP, parent/carers and stakeholders of progress.	Recommendation 10		April 2019	Head of SEND

5.1.7	Utilise data and intelligence provided through the performance framework to identify themes, direct thematic audits, inform training and drive activity at a strategic and local level.	Recommendation 10		February 2019	Executive Director of Education and Children's Services
<b>5.2</b>	<b>Further develop audit reporting to be more analytical and more effectively used by managers</b>				
5.2.1	Deliver a programme of monthly and themed audits and reporting of key findings and associated actions.	Recommendation 10		Monthly	Head of Safeguarding, Inspection and Audit
5.2.2	Increase the quality and quantity of analysis in audit reports.	Recommendation 10		March 2019	Head of Safeguarding, Inspection and Audit
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		March 2019	Principal Social Worker
5.2.4	Implement the EHC Plan quality standards and audit framework.	Recommendation 10 and 4		January 2019	Head of SEND
5.2.5	Train and support all SEND auditors to ensure consistency of approach.	Recommendation 10		February 2019	SEND Auditor/ Audit Team Manager
5.2.6	Audit all EHC plans at transition to secondary school and at <b>Year</b>	Recommendation 10 and 4		June 2019	SEND Auditor
5.2.7	Audit all new EHC Plans issued from January 2019 within the first year.	Recommendation 10 and 4		December 2019	SEND Auditor



## How we will know we are making a difference

What Our Children Will Say:	What Our Partners Will Say:
<p><b>Effective Partnership Working</b></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><b>Effective Partnership Working</b></p> <p>We are working together towards a clear vision and shared culture for improving children's services.</p>
<p><b>Prevention</b></p> <p>I know who to talk to if I feel worried or frightened.</p> <p>I am happy and feel safe.</p>	<p><b>Prevention</b></p> <p>We work together with a shared framework.</p> <p>We understand and respect each other's contribution and role.</p>
<p><b>Purposeful Practice</b></p> <p>I understand why I have a social worker and how they will help me and my family. My life feels better.</p> <p>I trust my social worker and I know them well.</p>	<p><b>Purposeful Practice</b></p> <p>We share risks effectively. We feel equal partners.</p> <p>We work together effectively. Our meetings are purposeful and inclusive.</p>

## Permanence and Corporate Parenting

The local authority 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 decide what the best thing to do is.

## Permanence and Corporate Parenting

We are clear about our role and contributions as Corporate Parents.

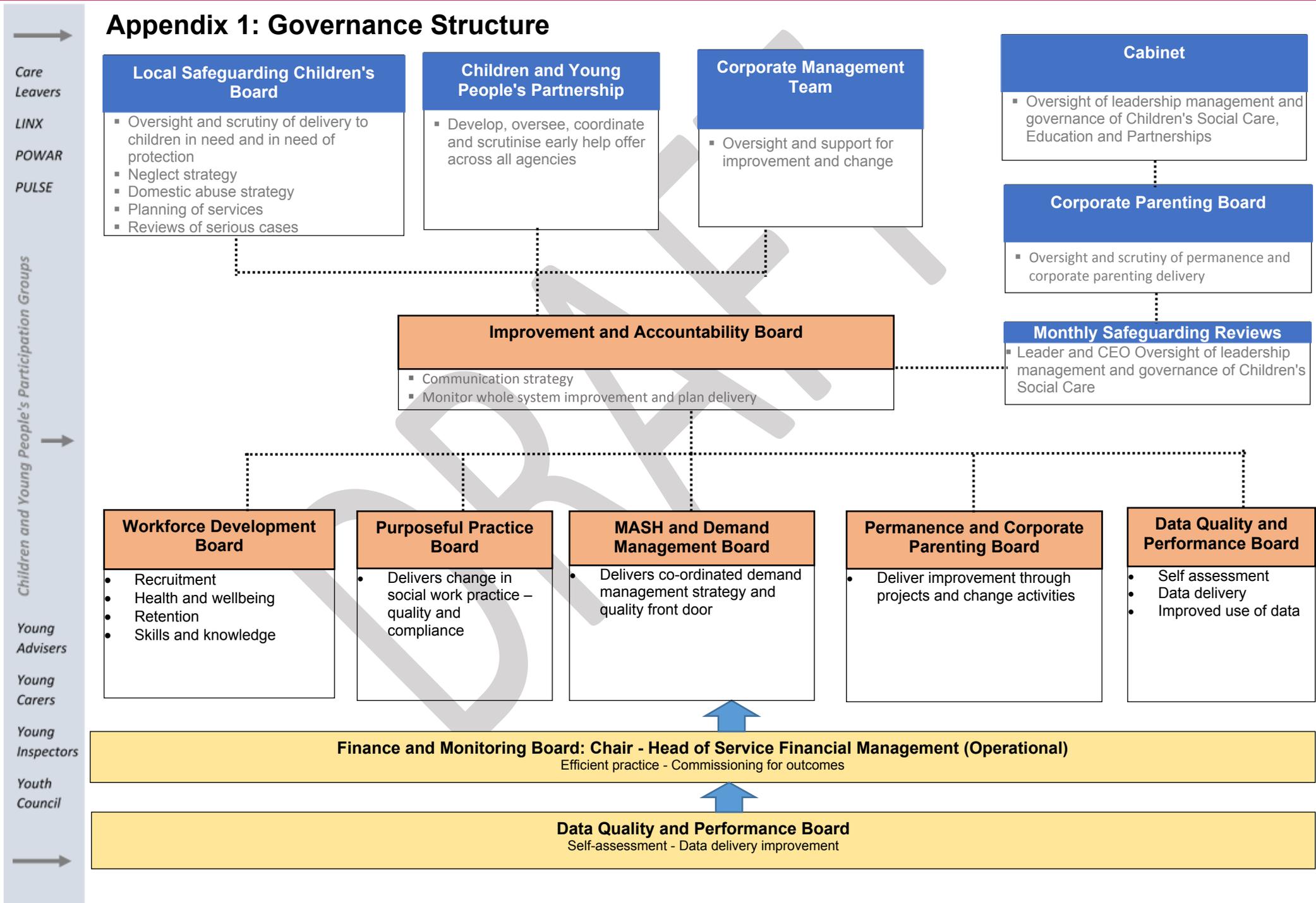
## Effective Use of Performance Data

People 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 re. delivering improvement and change

