

Improvement Board 12 week plan

Feb – April 2018

This plan represents the outcomes and activity required to deliver effective services to improve the lived experience of children over the next 12 weeks. It is part of a wider annual plan which aims to ensure all services are solid and robust and delivered to at least the Ofsted Standard of Requires Improvement to be good and as part of our journey to get all our services to Good.

There are three overarching outcomes that the annual Continuous Improvement Plan will deliver:

- Effective wellbeing and preventative strategies will be in place for vulnerable children young people and families- thereby ensuring they get the right service at the right time - – **Effective prevention**
- Ensure social work and care intervention is effective and efficient, engaging children and families and building on their strengths– making the right plans with children and young people through **purposeful practice**
- Long lasting and sustainable outcomes for children – **permanence**.

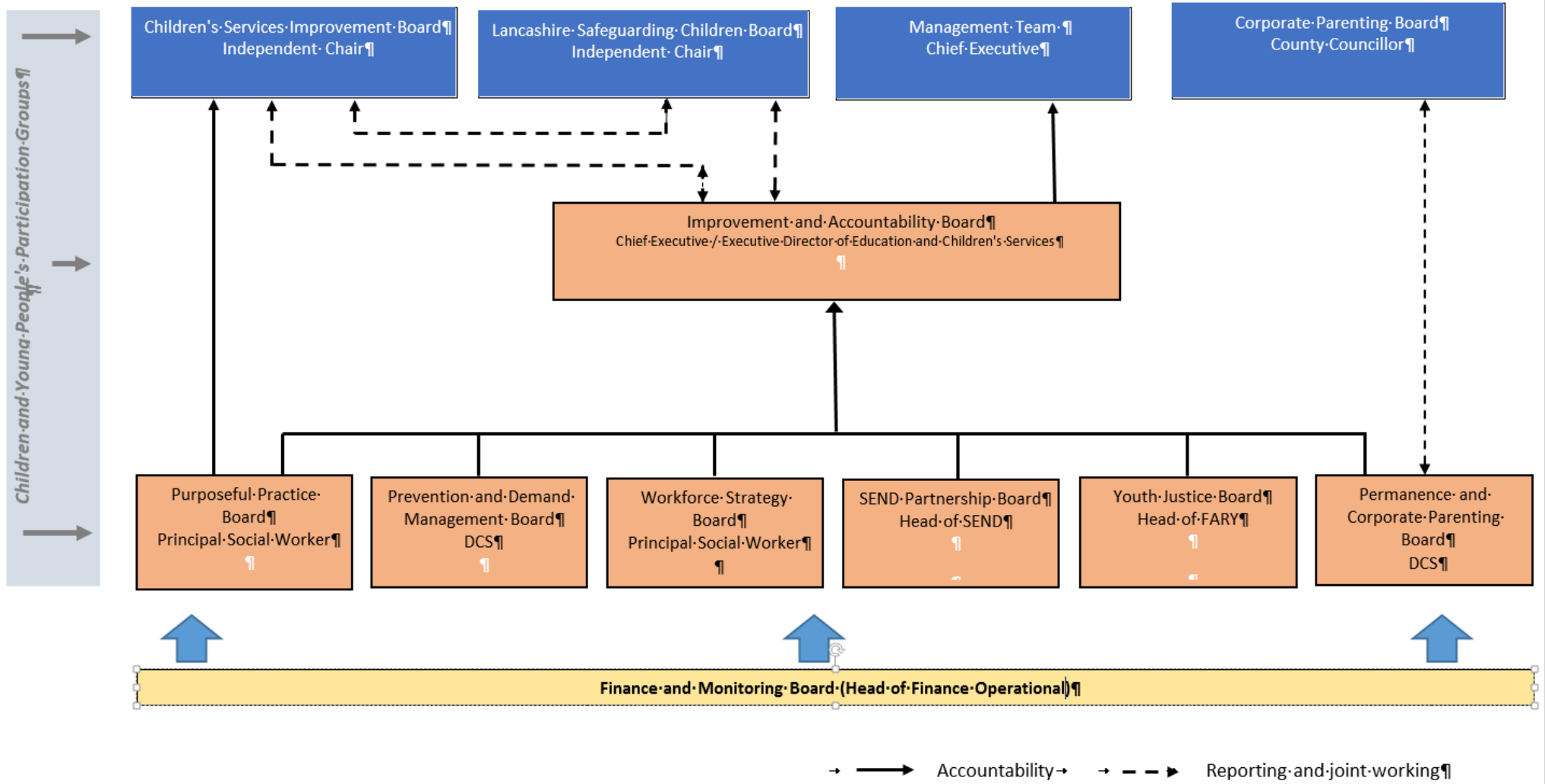
The main focus for the implementation of the programme from 2018 through to the end of 2019 will be on:

1. Implementing effective collaborative partnership strategies for prevention and wellbeing through work with service front door, wider Wellbeing services, Youth Offending team and Special Educational Needs and disabilities services
2. Consolidating purposeful practice in social work teams, including timely step down to Wellbeing services

3. Planning a range of appropriate permanence arrangements and pathways designed around the needs of children and delivering sustainable outcomes
4. Shape and adjust the plans based on feedback from parents carers, children and young people; evidence and intelligence about the needs of children young people and families; our own service performance information

The wider plan will be monitored and progress assured by a revised governance structure which is outlined below.

Children's Service Governance Structure 2018



Each of the boards in the structure monitors the relevant section of the annual plan. The 12 week plan will be monitored by the Improvement Board whilst this is still in place.

Outcome we are trying to achieve: To ensure corporate systems and structures support the delivery of good services to children and to ensure improvement is effective and timely

Note workstreams are numbered in the left hand column and within each workstream activities are numbered from 1 onward

1. Improvement and accountability Activity Lead: Chief Executive					
Workstream	Activity	When?	Who?	Outcome and Measures of success	Progress
1.1 Governance and forward plan	<ol style="list-style-type: none"> 1. Agree initial project dossier 2. Agree outline briefs for new project areas for each cluster board 3. Agree future approach to plan production – period and review frequency 4. Agree approach to young people's engagement 5. Ensure monthly monitoring of budget position to ensure spend within agreed tolerances 	31/3/2018	Executive Director for Education and Children's Services (EDECS) John Readman	<p>Children are able to experience improved services and there are clear improvement plans with tangible outcomes in place and the service is on a stable and sustainable financial footing.</p> <p>Evidenced by</p> <p>90 % cases audited RI or above</p> <p>Financial reports show spend in a greed tolerances</p> <p>PIIB dashboard indicators RI or above</p>	
1.2 Risk Management	<ol style="list-style-type: none"> 6. Assign team roles and responsibilities for maintaining risk logs/registers 	29/1/2018	(EDECS) John Readman	Children are able to experience improved services as any risks	

	<p>7. Develop risk management strategy for the programme</p> <p>8. Develop cluster risk reporting to IAB by exception</p> <p>9. Develop and Maintain a calendar of 1/4ly updates to corporate risk register</p>			<p>to improvement are identified and effectively mitigated against</p> <p>Evidenced by</p> <p>90 % cases audited RI or above</p> <p>Financial reports show spend in agreed tolerances</p> <p>PIIB dashboard indicators RI or above</p>	
1.3 Data quality and performance	<p>10. Annex A heat maps to be used to drive data quality. These show rag rated performance against all areas of Annex A at district level and support weekly improvement planning at team level.</p> <p>11. Fostering and Adoption and Early Help heat maps to be developed</p>	31/03/2018	Umer Khonat	<p>Children experience improved services as performance is effectively managed and owned at team level and where data suggests practice is not timely or effective immediate and robust corrective action is taken.</p> <p>Evidenced by</p> <p>All improvement board indicators should be at requires improvement to be good or above</p> <p>Annex A is up to date and reflects current practice in real time (weekly checks in place)</p>	
1.4 Effective roll out and embedding of	12. Continue to embed the audit model in place in Children's Social Care in Fostering and Adoption and SEND. Learning from audit and reflective conversation to be captured on individual files and	31/3/2018	HOS Safeguarding and Inspection	Children have case records which effectively tell their story and plans that are informed by	

audit model across children's services	systemic learning to be rolled out through Advanced Practitioner workshops		and Audit Sally Allan	<p>their history and lived experience and deliver effective outcomes.</p> <p>Staff are able to work in an open and honest way with children and their families because they feel supported to learn from good practice and areas of challenge</p> <p>Evidenced by</p> <p>File audit should have at least 90 percent of cases Requires improvement to be good or above.</p>	
2. Finance and Monitoring Activity Lead: HOS Finance / EDECS					
Workstream	Activity	When?	Who?	Outcome and Measures of success	Progress
2.1 Implement a plan that delivers the 1) the savings that are reflected in the Medium Term Financial Strategy as agreed by Cabinet during 2017/18,	<ol style="list-style-type: none"> 1. Develop the governance approach to ensure resources are available to deliver services 2. Maintain financial scenario-based modelling to define an appropriate budget envelope for staffing and placement costs. 3. Joint working with project managers across a number of work-streams in this plan to set and monitor financial targets and key performance measures that align with the savings strategies and budget options approved by Cabinet, and with Newton's key 	<p>12/01/2018</p> <p>31/3/2018</p> <p>31/3/2018</p>	<p>HOS Finance Operational</p> <p>Kate Lee</p>	<p>Children benefit from stable and sustainable services</p> <p>Evidenced by</p> <p>90 % cases audited RI or above</p> <p>Financial reports show spend in agreed tolerances</p>	

and 2) the agreed efficiencies informed by the Newton diagnostic review	findings.			PIIB dashboard indicators RI or above	
3. Purposeful Practice Activity Lead: Strategic Senior Manager					
Workstream	Activity	When?	Who?	Outcome and Measures of success	Progress
3.1 Purposeful Practice - Quality of Practice	<p>1. Development of mechanism to capture and monitor improvements in quality of practice, from qualitative data:</p> <p>1.1. case audit, (particularly the voice of the child and % inadequate cases);</p> <p>1.2. staff satisfaction surveys;</p> <p>1.3. frequency of supervision;</p> <p>1.4. Evaluation of learning opportunities, etc.</p>	<p>By 31/03/2018</p> <p>As above</p>	SIA team with support from Project Managers	<p>Children experience service delivery that understands their needs, focuses on how to improve outcomes and makes a difference to their daily lives</p> <p>Heat map/Dashboard available to be able to focus critical analysis in Purposeful Practice and Workforce Strategy discussion.</p> <p>Evidenced by 90% cases requires improvement or better; in audit 60% cases with voice of the</p>	

				child is good	
	2. Preparation of online survey to enquire how staff prefer to influence and understand expectations about quality of practice; continuous improvement and capturing the voice of children, and young people.	31/03/2018	L&D team/Project Manager/Service rep	Staff shape and own the continuous journey Evidenced by 90% cases requires improvement or better; in audit Year on year improvement in social work health check on feeling able to learn and to shape practice	
	3. Direct observation as outlined in the Line of Sight document to be embedded in practice at all levels and clarity of format and expectation for grade 9, PM , TM and SM to be agreed.	PP Board meetings 19/2 and March	Strategic Senior Manager Josie Lee	Leaders at all levels understand the conditions and health of frontline practice and can ensure the conditions for the delivery of an effective service to children are in place Evidence by 90% cases require improvement or better in audit – Direct observation of practice also at this level	
	4. Implement the line of sight at DCS and Lead member level to ensure leadership understanding of frontline service delivery quality	1/03/2018	Strategic Senior Manager Josie Lee	As above	

3.2 Purposeful Practice – Governance and representation of frontline	5. Ensure that Purposeful Practice Board arrangements capture 'how it feels' in frontline practice and contribute to continuous improvement	12/02/2018	Strategic Senior Manager Josie Lee	Staff have the right conditions in which to deliver effective social work for children. They are supported to resolve any blocks and issues. The voice of the frontline is clear and senior leaders are able to understand and unblock any issues and challenges. Evidenced by 90% cases requires improvement or better; in audit Year on year improvement in social work health check on feeling able to learn and to shape practice
	6. Workshop with chairs of district and locality groups to ensure quality control around PP agenda; flow of issues (from and to the Board); focus on quality improvement and effective representation from practitioners and partner agencies.	28/02/2018	Strategic Senior Manager Josie Lee	Staff have the right conditions in which to deliver effective social work for children. They are supported to resolve any blocks and issues. The voice of the frontline is clear and senior leaders are able to understand and unblock any issues and challenges. Evidenced by

				<p>90% cases requires improvement or better; in audit</p> <p>Year on year improvement in social work health check on feeling able to learn and to shape practice</p>	
<p>3.3 Purposeful Practice - Advanced practitioner workshops</p>	<p>7. Advanced Practitioners Workshops which support systemic learning and improvement from audit scheduled and running and mechanism in place for organising and evaluating</p>	<p>1/4/2018</p>	<p>L&D / Audit Team Manager Debbie Cookson</p>	<p>Staff are able to improve the service that children receive as they are supported to develop their practice in line with audit findings</p> <p>Learning outcomes demonstrated through improvement in audit findings (quarterly)</p> <p>Evidenced by</p> <p>90% cases requires improvement or better; in audit</p> <p>Year on year improvement in social work health check on feeling able to learn and to</p>	

				shape practice	
3.4 Purposeful practice – Practice Standards and Risk Sensible	8. Continuous improvement in delivery of practice standards and evidence of risk sensible assessment/planning/review which balances strengths and risks demonstrated throughout professional records.	Monthly training in place	HOS/Audit team and Debbie Cookson	Staff have clear expectations of standards of practice and evidence risk sensible practice throughout records in relation to impact on the lived experience of the child. Evidenced by 90% cases requires improvement or better; in audit Year on year improvement in social work health check on feeling able to learn and to shape practice	
	9. Clear plan for partner agencies to be trained to have a better understanding of Risk Sensible - monthly dates are set through the LSCB for a multi-agency audience.	Dates set to March 2019	Audit Team Manager Debbie Cookson	Children are able to experience a seamless service as professionals use a common language and thresholds for services. Evidence by An increase in contact to conversion rates to RI county wide and for each district and agency (reported in the MASH dashboard)	

	<p>10. Further promote attendance by Designated Senior Leads in schools in "risk sensible training" through Heads' cluster meetings Designated Senior Leads safeguarding training includes principles of risk sensible with signpost to LSCB 2 day training run by Advanced Practitioners</p>	<p>31/03/2018</p>	<p>Quality and Review Manager Charlotte Kay/ Audit Team Manager Debbie Cookson</p>	<p>Children are able to experience a seamless service as professionals use a common language and thresholds for services. Evidence by Attendance levels of Designated Senior Leads in safeguarding training and LSCB risk sensible 2 day training</p>	
<p>3.5 Purposeful Practice – Research in Practice</p>	<p>11. Ensure practitioners and managers understand relevance of evidence based practice utilising Research in Practice - Agreed dates for relaunch, actively promoting accounts on RIP, Embedding research & risk sensible into practice and all districts have learning plans</p>	<p>4/05/2018 - re-launch event</p>	<p>HoS, Strategic Senior Manager Josie Lee & Audit Team Manager Debbie Cookson</p>	<p>Practitioners work in a evidence based way which improves outcomes for children Evidence by Report run from R.I.P. of usage of the site. Month on month increase to be captured. Practitioners will evidence research in their assessments and court work Captured in audit activity 90 percent of cases RI or above</p>	

3.6 Purposeful Practice - Exploitation and Missing	12. Full county roll out of the exploitation hubs through:				
	12.1. Training offer around criminal exploitation, trafficking, missing from home, sexual exploitation, organised crime, county lines and trauma links to radicalisation to current staff and key partners (Police/Health); further roll out as new staff recruited and to widen to all children's services	February to 31 March (Central)	HOS Central Tracy Poole-Nandy /CSE Practice Manager Adrian Whitehorn	Children at risk of or being exploited have their needs met in a timely way.	
	12.2. Pathway, systems and intervention guidance for exploitation and guidance for missing is complete - to be incorporated into TRI.X Finalised process maps and guidance in relation to the exploitation hubs	30 /04/2018(East) Subsequent roll out for new staff in the North		Improvement of the engagement with community safety and licensing to move onto the disruption in all areas of exploitation and missing.	
	12.3. Roll out of the missing from home and missing from education panels across county			Better understanding of people and places of concern utilising agencies such as police, licensing and community safety to disrupt. Improved mapping of data across county to understand children's needs and outcomes	

				<p>Evidence by</p> <p>Targets to be agreed</p> <p>Increase in missing from home return interviews</p> <p>Reduction in children missing education</p> <p>Reduction in the number of children looked after placed out of county as a result of CSE risks</p> <p>Increase in the use of tools and powers under crime and disorder legislation to disrupt activity</p>	
	12.4. Recruitment to remaining vacancies in North Lancashire Locality	30/04/2018	HoS Brendan Lee	<p>Full cohort of staff to deliver above</p> <p>Evidence by</p> <p>Quarterly workforce report.</p>	
	13. Children and Family Wellbeing Service to consistently contribute to the Missing Education, Missing from home and Exploitation panels and formalise the pathways for the service offer to children and families at level 2.	31/03/2018	HoS CFW service Debbie Duffell	<p>Reporting by CFWS on numbers of children and families who receive a service at level 2 from this pathway.</p> <p>Evidenced by</p> <p>Increased numbers of children and families stepped down to the CFW Service.</p>	

				Target of 7 % increase in step-downs from position at 22 January (6564): 28 February - 7024 31 March - 7516	
3.7 Purposeful Practice - Court work and CIOC teams	14. Remaining districts of Fylde, Wyre and Burnley to move Court work from CIOC teams. All other Districts have moved to this model	6/04/2018	HoS Brendan Lee Vicky Gent	Children looked after receive a dedicated and consistent service and children subject to court proceedings have a timely and good quality service. Agreed consistent way of working Duty& Assessment (or fast response) CIN &CP &Court / Children in Care. Evidenced by Audit 90 % cases RI or above. Court feedback through LFJB (Lancashire Family Justice Board).	
3.8 Purposeful Practice - Learning from Practice Improvement Model	15. Hold workshop to capture learning from PIMs model pilot in North Lancashire. 16. Develop Locality action plans for roll out of agreed model	02/03/2018 31/03/2018	Strategic Senior Manager Josie Lee and HoSs	Children experience services that are informed by the practice improvement model Evidenced by Audit 90 % case RI or above	

4. Prevention and demand management Activity Lead: DCS					
Workstream	Activity	When?	Who?	Outcome and Measures of success	Progress
4.1 MASH reorganisation	1. Comprehensive multi-agency improvement and delivery plan is in place.		Director of Children's Services (DCS) Amanda Hatton	Children and their families receive a timely and effective service at the front door. Evidence by All indicators in the MASH dashboard are RI or above.	
	2. Self-assessment against SIF (OFSTED) framework also in place	31/1/2018			
	3. Using above ensure MASH is prepared for the Ofsted monitoring visit	27/02/2018			
	4. Review outcomes from OFSTED monitoring visit and adjust plans for change to reflect the learning from the visit	15/03/2018			
4.2 Early help and prevention pathways	5. Ensure that "step up/ step down" pathways are clear and effective between CSC and Child and Family Wellbeing Service through: <ol style="list-style-type: none"> 1. Monthly monitoring and reporting on the effectiveness of pathways 2. Promotion of the service offer through communication with CSC. 3. Roll out of pilot activity in East of CFWS Senior Practitioners based within CSC teams once a week to continue to build relationships. 	31/3/ 2018	HoS Child and family Wellbeing service Debbie Duffell	Children's needs and risks are effectively reduced so they are able to be supported at a lower level. Evidence by Increased numbers of children and families "stepping down" to CFWS and achieving successful outcomes. Target of 7 % increase from	

				position at 22 January (6564): 28 February - 7024 31 March - 7516	
4.3 Early help and prevention pathways	<p>6. Ensure that pathways are clear from MASH to CFW and wider Early Help services through:</p> <p>7. All district Multi-agency Integrated teams to be developed and fully operational to deliver multi-agency support to children and families at an early stage.</p>	<p>30/07/2018</p> <p>With review and update March 2018</p>	<p>HOS CFW</p> <p>Debbie Duffell</p>	<p>Children's needs and risks are effectively reduced so they are able to be supported at a lower level</p> <p>Evidence by</p> <p>Reporting on numbers and outcomes of families transferred to CFWS from MASH.</p> <p>Reporting activity of the integrated team on district levels.</p> <p>Increased numbers of families receiving support</p>	

4.4 CAF roll out	8. Multi agency train the trainer CAF training to be delivered through the LSCB and key practitioners from Children and Family Wellbeing Service	30/07/2018	HoS Child and Family Wellbeing Service Debbie Duffell	<p>Children's needs and risks are effectively reduced so they are able to be supported at a lower level</p> <p>Evidence by</p> <p>Numbers of CAFs will increase – Target of 10% increase over the course of 12 months.</p> <p>Contact to conversion rates RI or above at county district and agency level</p> <p>Reporting on numbers of children and families who receive a service at level 2 from this pathway.</p> <p>Increased numbers of children and families stepped down to the service.</p> <p>Target of 7 % increase from position at 22 January (6564): 28 February - 7024 31 March - 7516</p>	
4.5 Develop,	9. Develop and consult on proposals for a more coherent	01/01/18	LSCB/ CFW	Children experience joined up and seamless services at all	

<p>agree and implement refreshed multi agency governance arrangements</p>	<p>and streamlined governance model for prevention and demand management</p> <p>10. Agree a new model multi agency governance model</p> <p>11. Implement new governance model</p>	<p>01/03/18</p> <p>01/05/18</p>	<p>Victoria Gibson</p>	<p>levels</p> <p>Children and families will receive support at the right level.</p> <p>Comparison with statistical neighbours (2017/18 figs):</p> <ul style="list-style-type: none"> • CiN 330 per 10k (or 27.5 monthly average) • CP 48.0 per 10k • CLA 65 per 10K <p>Evidence by</p> <p>Numbers of CAFs will increase</p> <p>Contact to conversion rates RI or above at county district and agency level</p>	
<p>4.6 Develop a pilot approach to working with clusters of schools to provide prevention and early help services</p>	<p>12. Identify lead coordinator in School Improvement Service</p> <p>13. Identify and develop a group of schools in Districts 2 and 4 to support the development of prevention and early help services</p>	<p>31/3/2018</p>	<p>HOS School Improvement</p> <p>Steve Belbin</p>	<p>Children are supported in schools to have their wider needs met which prevents the need for social care intervention. Schools are able to better access resources to support them in this work.</p> <p>Evidence by</p> <p>Contact to conversion rate from schools remains 60% or above.</p>	

5. Workforce Strategy					
Workstream	Activity	When?	Who?	Outcome and Measures of success	Progress
5.1 Develop and implement an effective workforce strategy	1. Workforce Strategy updated to capture developments and future targets through robust plan. Signed off and agreed implementation of plan under Workforce Board that measures progress on wellbeing, recruitment, retention and development.	27/02/2018	Learning and Development Officer Rachel Rump/ Strategic Senior Manager Josie Lee	Children are able to experience stable and positive relationships with workers. Evidenced by % of children with 3 or more social workers. Satisfaction levels at reviews for CLA captured and quarterly increase seen form baseline.	
5.2 Clarity around what good looks like	2. What does Good look like – captured through Social Work and Leadership Academies and Advanced Practitioner workshops	30/03/2018	Learning and Development Officer Rachel Rump/ Strategic Senior Manager Josie Lee / Audit Team Manager Debbie Cookson	Audit activity reports 30% of audits graded good or better.	
5.3 Stable and coherent workforce Appropriate skills	3. Stable and coherent workforce appropriate skill mix and understanding of development needs: 4. All new starters and ASYEs continue to attend Social Work Academy. Training analysis completed and implemented into	Ongoing	Nominated HOS / Learning and Development Officer	Children are able to experience stable and positive relationships with workers.	

<p>mix and understanding of development needs Elements to include in the strategy: 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</p>	<p>Academy's for all workers. Dates circulated through L&D. 5. AP support to ASYEs continues in districts and evaluation and reflect.</p>	<p>12/02/2018 30/03/2018</p>	<p>Rachel Rump/ Strategic Senior Manager Josie Lee</p>	<p>Evidenced by % of children with 3 or more social workers. Increase of retention of staff and progression through the grades captured in quarterly workforce report.</p>	
<p>5.4 Grow your own scheme to support longstanding and experienced family support workers to become social workers</p>	<p>6. Agreed Apprentice Programme and working with HEI – commences Sept</p>	<p>1/2/2018</p>	<p>DCS Amanda Hatton/ Learning and Development Officer Rachel Rump/ Strategic Senior Manager Josie Lee</p>	<p>Children are able to experience stable and positive relationships with workers. Evidenced by % of children with 3 or more social workers Increase of retention of staff and progression through the grades captured in quarterly workforce report</p>	

<p>5.5 Selling Lancashire as a brilliant place to work</p>	<p>7. Raise profile of LCC at internal and external events.</p>	<p>30/03/2018 and ongoing</p>	<p>Learning and Development Officer Rachel Rump/ Strategic Senior Manager Josie Lee</p>	<p>Children are able to experience stable and positive relationships with workers.</p> <p>Evidenced by % of children with 3 or more social workers.</p> <p>Increase of retention of staff and progression through the grades captured in quarterly workforce report</p>	
<p>5.6 Development of a peripatetic team to reduce the need for agency staff</p>	<p>8. Explored as part of larger piece of work and options ready for presentation to SMT.</p>	<p>09/03/2018 for report</p> <p>To be carried over to next 12 week plan for implementation</p>	<p>Strategic Senior Manager Josie Lee</p>	<p>Children are able to experience stable and positive relationships with workers.</p> <p>In house and flexible targeted support to localities in need, less use of agency staff which improves practice quality.</p> <p>Evidenced by 90 % cases audited RI or above.</p>	
<p>5.7 Development of retention strategies which are not necessarily linked to financial</p>	<p>9. Staff Wellbeing placed high on every-body's agenda. 10. Pilot of Wellness Project linked to Lancaster University. 11. Start to finish guide for workers to progress to senior positions.</p>	<p>12/02/2018</p> <p>30/03/2018</p>	<p>Rachel Rump/Public Health</p> <p>Learning and Development</p>	<p>Children are able to experience stable and positive relationships with workers.</p> <p>Evidenced by</p>	

rewards but are linked to career pathways			Officer Rachel Rump/ Strategic Senior Manager Josie Lee	Improved feedback from frontline staff on how they are feeling (captured in the social work health check and via the Purposeful Practice Board). Increase Staff retention and Increase progression through the grades captured in ¼ workforce report.	
5.8 Robust workforce data is in place – including salary benchmarks, exit interviews and measurement of compliance	12. Salaries have been benchmarked against Northwest authorities Exit interviews informing reports to take learning back into the workplace and inform workforce strategy & plan. 13. Reviewed mechanisms for capturing data – move to electronic systems	5/02/2018 Ongoing	Chris Greenwood/Debbie Cookson/ Josie Lee Strategic Senior Manager (SSM) Josie Lee /Performance Development and Review Officer Chris Greenwood/HR	Children are able to experience stable and positive relationships with workers. Evidenced by Improved feedback from frontline staff on how they are feeling (captured in the social work health check and via the Purposeful Practice Board). Increase staff retention and Increase progression through the grades captured in quarterly workforce report.	
5.9 Effective leadership of practice	14. Development of Leadership Academy, internal program agreed. External accredited programmes explored.	30/03/2018 first cohort begins April	SSM Josie Lee/LDO Rachel Rump/ DCS	Leaders at all levels drive and own practice improvement.	

		2018	Amanda Hatton/EDECS John Readman	Evidenced by All PIIB indicators RI or above Annex A up to date and reflects current practice 90% cases audited RI or above	
6. Permanence and Corporate Parenting Board Activity Lead: DCS					
Workstream	Activity	When?	Who?	Outcome and Measures of success	Progress
6.1 Develop and implement a delivery plan for the Residential Strategy and edge of care response	<ol style="list-style-type: none"> 1. Work to be completed on Slyne Rd Adolescent Support Unit and property to be handed back to the service. <ol style="list-style-type: none"> 1.1. Ofsted Registration to be sought. 1.2. Implement outcomes monitoring. 2. Work on The Bungalow, Complex needs unit, to be completed and property handed back to the service. <ol style="list-style-type: none"> 1.1. Ofsted Registration to be sought. 	<p>15/02/2018</p> <p>0-12 weeks of property being handed back</p> <p>As ASU opens for business</p> <p>15/02/2018</p> <p>0-12 weeks of property being handed back</p>	<p>Capital Programme Team</p> <p>Mike Nunn</p> <p>Asst Senior Manager Mike Nunn</p> <p>Capital Programme Team</p> <p>Assnt Senior Manager Mike Nunn</p>	<p>Children on the edge of care are supported to be looked after by their family.</p> <p>Evidence by</p> <p>Nos. of YP on edge of care prevented from becoming CLA monitored.</p> <p>Reduce the number of Children and Young People coming into care through effective outreach and respite provision.</p> <p>Reduce the number of CYP aged 10-17 coming into care accommodated under Section 20 by 14% from 140 to 120 per annum by March 2018 and by</p>	

				25% to 105 by March 2019 ¹ Children with complex needs are supported to remain within Lancashire.	
6.2 Develop and implement a delivery plan for the Residential Strategy and edge of care response	3. Development of residential options paper for consideration by Cabinet.	Cabinet item April 2018	HOS Fostering Adoption, Residential and YOT Services Barbara Bath.	Children are able to have their needs met locally and less children are placed outside on Lancashire. The service has assessed the finance resource necessary to operate services effectively in accordance with national standards and this is sustainable within the overall corporate finance plan. Evidenced by Reg 44 reports Ofsted monitoring – all residential services to be good or above. Reduction in numbers of children in welfare secure – less than 5 in any year.	
6.3 Develop and implement a delivery plan for the Residential	4. Develop Life Chances Funding Bid to support development and delivery of evidence-based and evidence-informed practice models at edge of care (diversion and reunification).	Expression of Interest – Done	HOS Fostering Adoption, Residential and YOT Services	Children are supported to live at home rather than be looked after and those children that are in our care have their needs	

¹ Please note that this target assumes numbers are in line with levels as of 2015/16 and does not take into account any new demand pressures. Projections do indicate that numbers of CLA are likely to rise, which would have an impact on these targets.

<p>Strategy and edge of care response</p>		<p>Submit full application (business case) – 30 April 2018</p> <p>Decision on full application – 30/07/2018</p>	<p>Barbara Bath.</p>	<p>reduced and are able to step down into foster care from residential placements.</p> <p>Evidenced by Number of Step Down into Fostering Placements sourced per annum increased to 10 from July 2018.</p> <p>Increase the proportion of foster placements (excluding placements with parents) from 76.6% (July '17) - 80.5% by March 2020 i.e. a total increase of 3.9%.</p>	
<p>6.4 Develop and implement a delivery plan for the Residential Strategy and edge of care response</p>	<p>5. Populate and agree sufficiency action plan; update residential strategy action plan – convene task and finish groups to ensure progress.</p> <p>6. Future plan of activity for 2018/19, milestones and KPIs to be finalised at Cluster Board level through task and finish groups.</p>	<p>15/02/ 2018</p> <p>15/02/2018</p>	<p>HOS Fostering Adoption, Residential and YOT Services Barbara Bath.</p>	<p>Children and young people have access to the range and type of placements to meet their needs.</p> <p>Evidenced by</p> <p>Reduction in number of placements with parents or other person with parental responsibility from 346 (Jul7 2017) to 170 (2020) i.e. a total reduction of 176.</p> <p>Number of 'Hard to Find' fostering placements sourced</p>	

				<p>by ART per annum increased to 12 from April 2018.</p> <p>Increased numbers of in-house Children's Homes placements from 40 (July 2017) to 54 by March 2019 i.e. a total increase of 14 placements.</p> <p>Reduction in the number of children that have 3 or more placements or more in any year and indicator level to be at least good.</p> <p>Reduction in the number of repeat referrals for agency residential placements from 40 per annum (2016) to 20 per annum (March 2019).</p>	
6.5 Develop a clear child led communication strategy	<p>7. Development of plan for online communications strategy encompassing social media and online safety across Children's Services - linked to corporate parenting strategy and CLA/Care Leavers Offer.</p> <p>8. Maintain use of MOMO and Facebook and evaluate usage</p>	<p>30/03/2018</p> <p>30/03/2018</p> <p>MoMo evaluation 15/02/2018</p>	Senior Manager Peter Knowles	<p>Young people have access to advice and support when they need it and can shape their care.</p> <p>Evidence by Increase in numbers using MOMO month on month.</p> <p>Young person feedback from reviews captured in IRO report.</p>	

				Voice of young people in audited cases 90 % RI or above.	
6.6 Improve permanence planning	<p>9. Tracker devised and discussion/consult with HOS and legal</p> <p>10. Consultation with FAR</p> <p>11. Workshops will take place at a district level where IRO's aim to embed robust contingency plans within CP and CIN cases to ensure Family Group Conference is being used appropriately to identify and complete viability assessments early in the process.</p> <p>12. Consult systems team on professional recording on LCS to maximise system benefits</p>	<p>1/2/2018</p> <p>1/3/2018</p> <p>19/3/2018</p> <p>31/3/2018</p>	HOS SIA Sally Allan	<p>Children and young people are able to live in stable and enduring homes.</p> <p>Evidenced by</p> <p>90 percent of young people have a plan for permanence at their second review.</p> <p>Adoption scorecard indicators are all good or above.</p> <p>Reduction of children subject to placement with parents to 6 % of the CLA population.</p>	
6.7 Corporate Parenting Strategy (CLA &CL)	<p>-Initial discussions have included design, content, data, strategic action plan, links to county leaving care plan.</p> <p>Actions to:</p> <p>13. Coordinate with external partners to support key priorities included in the strategy- education/ health/ housing/apprenticeships.</p> <p>14. Refresh Care Leaver Pledge with Elected Members and Management Team.</p> <p>15. Plan and deliver training, on Corporate Parenting Principles, Local Offer and Care Leaver Strategy to new CEO, Elected Members and CEOs of 12 District Councils. Care Leavers/ PK/ JH.</p> <p>16. Use feedback from Care Leavers Event (Feb 2018) to further inform development and to create effective links with Local Offer and Corporate Parenting Principles.</p> <p>17. Liaise with Design colleagues once draft strategy is agreed.</p>	30 April 2018	Senior Manager Peter Knowles	<p>All our children looked after and leaving our care have a clear and consistent offer which supports them to have high aspirations and realise their potential</p> <p>Evidenced by</p> <p>% of children with a PEP good or above</p> <p>Educational outcomes for CLA RI or above</p>	

	<p>18. Work with filmmaker from Elmedia to create short film to promote key priorities.</p> <p>19. CSC to identify priorities to include in local team action plans- years 1- 4.</p> <p>20. Develop CLA and CL Strategy.</p>			<p>% of children with health check RI or above</p> <p>Care leavers in suitable accommodation, in touch, in education training or employment all good or above</p> <p>90 percent of care leavers complete ASDAN preparation for independence accreditation</p>	
<p>6.8 Determine Lancashire Offer for Looked after Children and Care Leavers:</p>	<p>18. Membership, remit and schedule of dates for task and finish group set.</p> <p>19. Local Offer care leaver consultation day will include SEND.</p>	<p>23/03/2018</p> <p>15/02/2018</p>	<p>Senior Manager Peter Knowles</p>	<p>All our children looked after and leaving our care have a clear and consistent offer which supports them to have high aspirations and realise their potential.</p> <p>Evidenced by</p> <p>% of children with a PEP good or above.</p> <p>Educational outcomes for CLA RI or above.</p> <p>% of children with health check RI or above.</p> <p>Care leavers in suitable accommodation, in touch, in education training or employment all good or above.</p> <p>90 percent of care leavers complete ASDAN preparation</p>	

				for independence accreditation.	
6.9 EET Support Offer for CLA/Care Leavers	20. Draft strategy compiled with input from CSC/CFWS/Virtual School / School Improvement /Employment Support Team and SEND.	31/03/2018	Children Looked After Head Teacher Audrey Swan	EET support incorporated into wider CLA/CL Offer as above.	