

# Children & Young People's Overview & Scrutiny Committee

29 September 2016



## Children and Young People's Services Ofsted Single Inspection Framework

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### Report of Margaret Whellans, Interim Corporate Director of Children & Young People's Services

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#### Purpose of the Report

- 1 The purpose of this report is to present the final improvement plan for submission to Office for Standards in Education, Children's Services and Skills (Ofsted) following the Ofsted inspection of Children's Services in February 2016.

#### Background

- 2 A Children's Services update report was last presented to Cabinet on 13 July 2016 in which details on the work associated with the outcomes from The SIF carried out between 22 February 2016 and 16 March 2016 were included.

#### Ofsted Single Inspection Framework (SIF)

- 3 Ofsted introduced a Single Inspection Framework (SIF) for Children's Services, which covers children in need of help and protection, services for looked after children and care leavers, and the Local Safeguarding Children Board (LSCB) in late 2013.
- 4 During the period 22 February to 16 March 2016, Ofsted carried out an inspection of the Council's Children's Services (now Children and Young People's Services) and LSCB under SIF. Separate ratings for 'overall effectiveness' were given for Children and Young People's Services and the LSCB.
- 5 The inspection judgement for Children and Young People's Services (CYPS) was 'requires improvement' and for LSCB was 'good'.
- 6 In respect of CYPS, Ofsted identified 14 recommendations for the Service to consider and respond to. (Appendix 2).

#### Work to date

- 7 The Service has undertaken a number of actions to make the improvements necessary to raise the standards of practice.

8 These include:

- Development of a quality improvement framework including standards for assessment and planning, management oversight and sign off and revised case file audit process.
- Undertaking a rolling recruitment of social workers.
- The creation of an Assisted Year in Employment (ASYE) Academy to support the recruitment, retention and development of 12 high calibre Newly Qualified Social Workers (NQSWs).
- Supporting and developing staff, managers and aspiring managers within the service through a range of strategic and innovative programmes.
- Introduction of the new role of 'social work consultant' to ensure high quality supervision and reflective practice is embedded within social work teams.
- Undertaking a workflow modelling project to identify bottlenecks and blockages in the current structure.
- Redesigning the Families First and Child Protection teams in order to improve resilience and workflow.
- Investment in the creation of a new team in the East of the County to reduce caseload.

9 A first draft of an improvement plan was circulated to Corporate Management Team in July 2016 and a copy made available in the Members' library. The Lead Inspector for the Ofsted inspection was also provided a copy and has provided feedback on the plan.

10 The draft improvement plan has been grouped into the following 4 themes covering the 14 recommendations:

- Strengthening management and staffing capacity
- Strengthening political and management oversight
- Improving the quality of practice
- Compliance with regulations

11 Following further consultation and feedback on the draft plan, work has been undertaken to refocus the improvement plan. It is proposed that it will be presented to Ofsted as a programme overview with clear links to strategic and transformation aims of the Council and the Service. (Appendix 3).

12 The Quality Improvement Board (QIB) within the Service is chaired by the Interim Director of Children and Young People's Services and meets monthly to provide strategic oversight and lead improvements in quality. The Board will oversee the implementation of the Ofsted improvement action plan.

13 Corporate Management Team and Children and Young People's Overview and Scrutiny Committee will be provided with regular updates on the performance against the tasks within the improvement plan to ensure the robustness of the management of the plan.

14 Upon approval, the final improvement plan will be submitted to Ofsted by the end of September 2016 as required within the inspection processes. The LSCB action plan was approved by the Board and has been submitted to Ofsted on 2 August 2016. (Appendix 4).

## **Recommendations**

15 Children and Young People's Overview and Scrutiny is recommended to:

- Note the contents of this report.
- Agree to attached Children and Young People's improvement plan as the final document for submission to Ofsted.
- Note the LSCB Ofsted Action Plan

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## **Appendix 1: Implications**

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**Finance** – A number of tasks associated with the plan have resource implications and Children and Young People’s Service Management Team will ensure that these tasks are managed within existing resources or seek new resources where required. Investment has already been made into the Service to support the development of a new team.

**Staffing** – Workforce development will benefit staff and will help to challenge thinking and introduce new ways of working into practice. Roles and responsibilities are being amended in line with revised requirements. Embedding culture change is dependent on staff working effectively and understanding service aims, supported by managers. A series of programmes of activity and work associated with the resourcing, recruitment and retention of the workforce are being undertaken

**Risk** – Changes need to be carefully managed to ensure that the protection of children remains robust and the system is not de-stabilised during transition.

**Equality and Diversity / Public Sector Equality Duty** – The needs of vulnerable children and families will be better met through implementation of the improvement plan

**Accommodation** –relocation and co-location of staff teams across the county, which will be managed within existing resources or new resources where required.

**Crime and Disorder** – None

**Human Rights** - None

**Consultation** – Any changes to workforce will be subject to consultation with affected staff. Members and Senior members of Corporate Management Team have been consulted and engaged in the development of the improvement plan.

**Procurement** – to be managed within existing working arrangements

**Disability Issues** – None at this stage

**Legal Implications** – All changes will be compliant with legal requirements

## Appendix 2: Children and Young People's Services Ofsted SIF recommendations

Recommendations	
1	Continue with existing plans to ensure that there is sufficient capacity and stability in social work teams so that caseloads are manageable and workers are able to fully support children and young people.
2	Review existing arrangements to ensure that political and senior leaders have access to improved quantitative and qualitative performance information that enables them to have an accurate picture of the current practice delivered to children, so that they can develop strategies to maintain and improve the quality of frontline practice.
3	Continue with the plan to review existing recording systems to ensure that children's case records are organised in such a way that they present a coherent, accurate and easily accessible picture of child's journey.
4	Improve the quality of social work assessments for all children, young people and care leavers by ensuring that they consistently contain comprehensive and rigorous analysis of all relevant information.
5	Improve the quality of planning for all children, young people and care leavers so that plans are clear about intended outcomes and timescales, and about who is responsible for actions. Ensure that families receive a copy of their plan. Ensure that key agencies participate in strategy discussions and meetings, or provide information to them, to comply with statutory guidance.
6	Ensure that consent is sought from parents when enquiries are undertaken for all cases of children and young people in need.
7	Improve private fostering arrangements to comply with statutory guidance through effective awareness raising, visits to children and completion of assessments.
8	Improve case file auditing to ensure robust and independent evaluation of the quality of practice to promote learning and improvement.
9	Improve the oversight of casework where children are in voluntary care arrangements, including those under the PLO process, so that plans for these children progress without delay and within timescales.
10	For children moving to live with parents under care orders, review practice in respect of reports prepared under 'The Care Planning, Placement and Case Review (England) Regulations 2010' to make sure that these cover all relevant information and are signed off at a suitably senior level.
11	Review of use of, and eligibility criteria for, the independent visitor scheme so that the full range of children who would benefit from the scheme are able to do so.
12	Ensure that all care leavers in foster care are aware, of the opportunity to 'stay put' in their placements after the age of 18 years, should they wish to do so.
13	Ensure that adoption recruitment strategy is based on the analysis of data, so that there is a targeted approach to ensure that sufficient carers are recruited to meet the needs of children in Durham
14	Improve how information from return home interviews is used to support risk assessments for children who go missing and/or are at risk of child sexual exploitation.

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**Appendix 3: Children and Young People's Services Ofsted Improvement Plan – programme overview**

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*Altogether better*

# **Ofsted Improvement Plan**

## **Programme overview**

**8 September 2016**

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## 1. Context

Durham County Council welcomes the opportunity to respond to the Ofsted Inspection Report published on 16 May 2016 regarding its 'Inspection of Services for Children in Need of Help and Protection, Children Looked After and Care Leavers'.

As an ambitious and high achieving Council which has prioritised children and young people services, aspects of the Ofsted findings were not in line with our aspirations, therefore we have taken seriously the recommendations made and have immediately revised the Corporate Management Structure by splitting Adult and Children's Services into separate and distinct Directorates. This enables focus, capacity and progress to be driven by the Director of Children's and Young People's Services. In addition, whilst recruiting, we have engaged an Interim Director of Children's and Young People's Services to ensure that there is no time delay to achieving our improvement plan.

The Council has set out its plan for improvement incorporating the recommendations from Ofsted, for its Children's and Young People's Services by using four key strategic themes. These themes acknowledge the broader context of the work that the Council wishes to deliver particularly in relation to systems improvement and will link to the wider transformation work of the Council as a whole.

These themes are firstly focussing on the attraction and retention of staff, and workforce development that the Council needs to adopt in the highly competitive world of excellent social work practice and delivery.

Our second strategic theme is the strengthening of political and senior management support and oversight across the whole system of children's social care. This theme focuses and embraces the Council theme of Altogether Better and ensures that Leadership directs and drives improvement to deliver excellent services.

The third theme confirms the Council's commitment to improving quality and practice of social work and social care for children which directly affects outcomes for children and the Council's ambition to strive towards excellence in all that we do for our children and their families.

The fourth theme supports all our work in ensuring that all regulations and good practice guidance are delivered to an appropriate standard

This focus on transformation of Children's and Young People's Services in Durham will be driven by senior management ensuring the engagement and support from all stakeholders including children and families and the social workers of the service.

## **2. Programme introduction**

The Service has agreed to apply a programme management approach to ensure effective and close monitoring of the improvement actions to be implemented from the findings in the inspection report.

The recommendations from Ofsted (Appendix 1) have been aligned to the 4 key themes and set into 4 programmes of work.

A Quality Improvement Board (QIB) has been agreed, which will meet on a monthly basis and provide updates to Corporate Management Team and Overview and Scrutiny. Membership has been agreed but this will be complimented by lead officers as and when required, determined by the business on the agenda.

Supporting the Board will be named leads responsible for each of the 4 programmes.

Service Quality and Development will support the effective management of the QIB to ensure the detailed programmes are completed to the required timescales.

## **3. Link to the Council's Transformation Programme**

The Council's transformation programme recognises the significant challenges that the council faces and aims to redesign services to reduce cost, prioritise resource on the front-line, manage demand by helping individuals, families and communities to become more resilient, make best use of partners and empower staff.

The Children's and Young People's Services transformation programme is an intrinsic part of the Council's transformation programme, informing the prioritisation of council-wide transformation activity and being shaped by organisation-wide work.

For example, the council-wide work on cultural change to a more empowered and engaged workforce will be a supportive climate in which to develop the social care workforce. Similarly, the Council has a programme in place to adopt smarter working practices, become more agile and make better use of technology. The views, ideas and needs of social workers will be at the heart of this work.

The Council has commissioned a 'deep dive' study of the organisation that will look at cost, quality and maturity of the service provision across the Council, including Children's and Young People's Services. This will inform our strategy for using digital technologies, identify opportunities for efficiencies and bring ideas and expertise from good practice across the country.

#### **4. Document control**

This is a working document and, as such, is subject to regular updates and additions and will be managed through effective document control processes.

#### **5. Programme scope and outcomes**

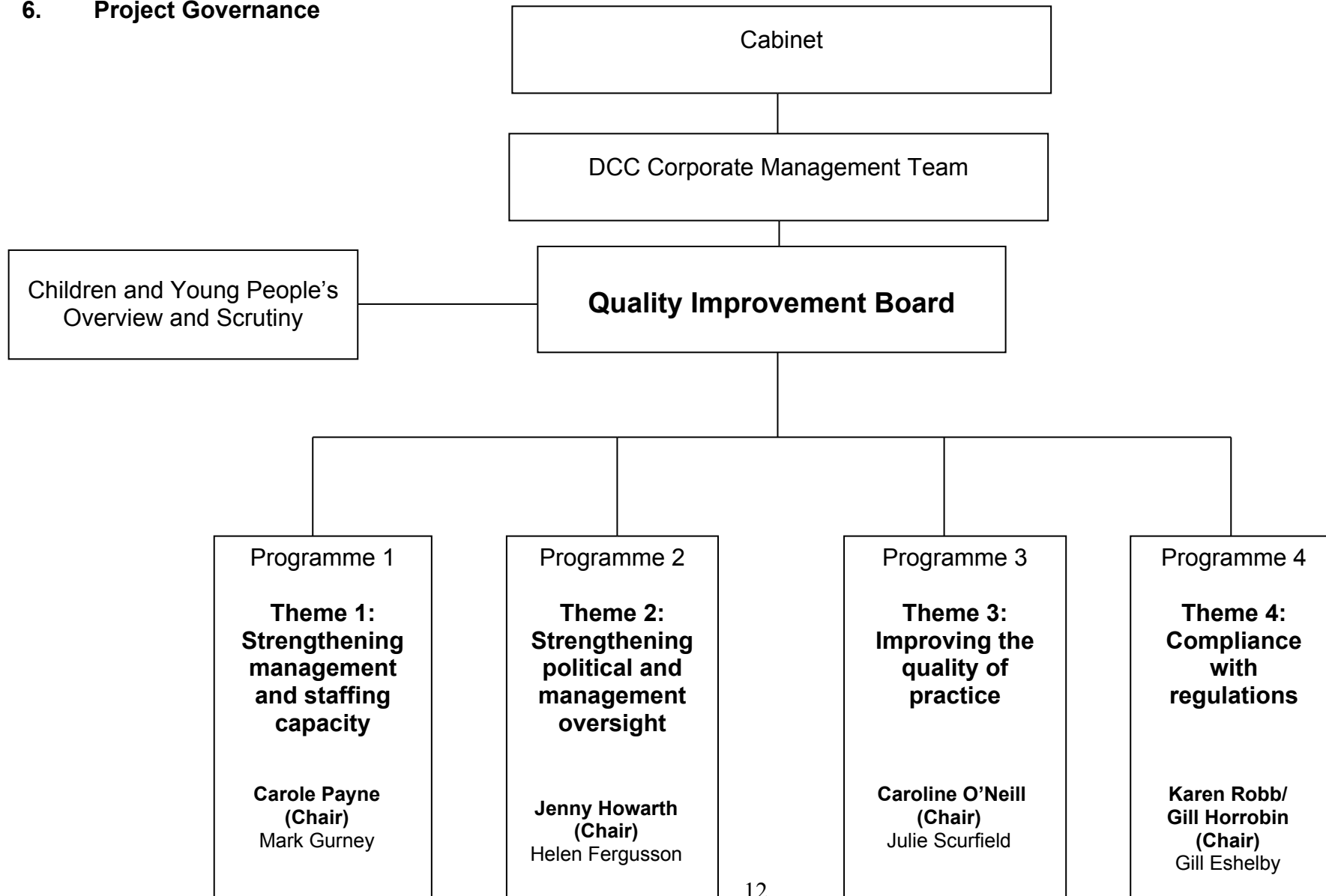
The Quality Improvement Board will agree and implement a programme approach with key milestones to ensure that:

- The Ofsted improvement action plan will be implemented.
- All relevant actions are completed within the necessary timescales.
- The vision of '*All children, young people and families believe, achieve and succeed*' is the focus for front line service delivery.
- Service transformation and good quality practice are an integral part of the 'culture' of Children's Services.
- Front line social workers have effective management oversight and support; and are capable and confident in the delivery of their work.

##### Outcomes

- That children are protected through confident and competent practice that meets our high standards of quality
- Staffing structures will be developed to meet the demand across the County with sufficient capacity to assure quality.
- Effective systems for safe and effective frontline social work delivery and a case file system that is fit for purpose showing the child's journey.
- Good senior management and political leader oversight on the quality of service delivery.
- Regulatory requirements are fully met.

## 6. Project Governance



### Quality Improvement Board membership

<b>Name</b>	<b>Post Held</b>
Lorraine O'Donnell	Director of Transformation and Partnerships
Jenny Howarth (deputy)	Head of Planning and Performance
Peter Appleton	Head of Planning and Service Strategy
Margaret Whellans	Interim Corporate Director of Children and Young People's Services
Carole Payne	Head of Children's Services
Mark Gurney	Strategic Manager, Child Protection and Disability
Julie Scurfield	Children's Reform Manager
Helen Fergusson	Strategic Manager, First Contact and Early Intervention
Karen Robb	Strategic Manager, Looked After and Permanence
Gill Horrobin	Acting Strategic Manager, Looked After and Permanence
Gill Eshelby	Strategic Manager Youth Offending Service
Caroline O'Neill	Head of Education Services
Cllr Ossie Johnson	Portfolio Holder for Children and Young People
Ann Baxter	LGA Local Government Improvement Advisor
Claire McLaren	Strategic Manager, Service Quality and Development
Lesley Martin (deputy)	Quality Assurance Manager

QIB membership to be supported by lead officers as and when required, determined by the business on the agenda. These will be:

- HR Representative;
- Finance Representative;
- Legal representative;
- Contracts/Commissioning Representative

Programme 1 – Theme 1: Strengthening management and staffing capacity

<b>Name</b>	<b>Membership</b>
Carole Payne	Chair
Mark Gurney	Strategic Manager, Child Protection and Disability (Principal Social Worker)

Programme 2 – Theme 2: Strengthening political and management oversight

<b>Name</b>	<b>Membership</b>
Lorraine O'Donnell/Jenny Howarth	Chair
Helen Fergusson	Strategic Manager, First Contact and Early Intervention

Programme 3 – Theme 3: Improving quality of practice

<b>Name</b>	<b>Membership</b>
Caroline O'Neill	Chair
Julie Scurfield	Children's Reform Manager

Programme 4 – Theme 4: Compliance with regulations

<b>Name</b>	<b>Membership</b>
Karen Robb/Gill Horrobin	Chair
Gill Eshelby	Strategic Manager Youth Offending Service

### Quality Improvement Board role and responsibilities

- Consider items of strategic importance on an individual basis only moving on to another item when the issue has been fully explored and action to improve agreed.
- Be more in line with a 'workshop' style rather than a formal meeting.
- Be cited on progress of the Ofsted Improvement Plan and discussion by exception only.

### Programme roles and responsibilities

- Support the implementation of Ofsted Improvement Plan for their programme of work
- Provide solutions to problems arising from the progress of the tasks within the plan
- Report to the QIB any key issues and exceptions which may impact on the effective delivery of the plan

### Project coordination and support role and responsibilities

- Track the development and implementation of the programmes
- Coordinate the programme Risk Register
- Coordinate the Issues Log
- Identify when decisions need to be made by the QIB
- Coordination and support of associated reports
- Coordination of progress against the milestones
- Administrative support to the Quality Improvement Board

### Reporting

Reports will be provided, as required, for Corporate Management Team, Children and Young People's Services Overview and Scrutiny and Cabinet.

The Director of Transformation and Partnership will ensure that updates are provided to the corporate Transformation Board.

**7. Programme 1 - Theme 1: Strengthening management and staffing capacity**

<b>Ref</b>	<b>Milestone (M) / Tasks (T)</b>	<b>Lead</b>	<b>Start</b>	<b>Finish</b>	
<b>M1</b>	<b>Resources required identified and financial management processes applied to meet demand.</b>				
<b>T1</b>	Assess requirement for additional resources and produce a report to secure agreement if required	Head of Children's Services	May 16	June 16	
<b>T2</b>	Obtain interim resources to secure additional social work staffing pending the full assessment		May 16	Sept 16	
<b>T3</b>	Analysis of good practice outside of Durham in recruitment, retention and development of social work staff.		May 16	Sept 16	
<b>M2</b>	<b>Recruitment process reviewed and monitored through key performance data.</b>				
<b>T1</b>	Improve recruitment and retention arrangements to support effective caseload management	Strategic Children's Reform	Manager, Services	May 16	March 17
<b>M3</b>	<b>Evaluation of social work development programmes completed.</b>				
<b>T1</b>	Development programmes put in place (including training, coaching, and supported workplace experience) to improve practice for senior managers, team managers and social workers	Strategic Children's Reform	Manager, Services	June 2016	Sept 17
<b>T2</b>	All social workers to be offered access to reflective practice sessions for all areas to drive improved social work practice.	Strategic Manager, First Contact and Intervention Service		Started	Mar 17



<b>M4</b>	<b>Social Worker Health Check completed.</b>			
<b>T1</b>	Repeat Social Worker Health Check to gauge staff morale and issues affecting retention.	Strategic Manager, Child Protection and Disability	Started	Nov 16

Ref	Milestone (M) / Tasks (T)	Lead	Start	Finish
<b>M5</b>	<b>Structure designed and implemented.</b>			
<b>T1</b>	Engage external consultant to complete review of workflow to inform the structural needs of social work teams	Head of Children's Services	April 16	Oct 17

## Programme 2- Theme 2: Strengthening political and management oversight

Ref	Milestone (M) / Tasks (T)	Lead	Start	Finish
<b>M1</b>	<b>Political and senior management reporting programmes set.</b>			
<b>T1</b>	Review of good practice in political/management oversight outside of Durham, including quantitative and qualitative information reported, and approach to analysis and challenge.	Strategic Manager, Service Quality and Development	May 16	Oct 16
<b>T2</b>	Review the content, frequency and timeliness of existing reports to political and senior leaders to ensure they facilitate line of sight on performance and quality and risk		May 16	Oct 16
<b>M2</b>	<b>Opportunities to discuss success and issues are generated across the Council.</b>			
<b>T1</b>	Put in place a new performance system based on improved analysis and engagement to ensure: <ul style="list-style-type: none"> <li>• That the children and young people's services position is understood by the Children's Services Management Team, Corporate Management Team, Cabinet and the Council</li> <li>• That senior managers and politicians have an accurate picture of current performance</li> </ul>	Head of Children's Services	Aug 16	Dec 16

Ref	Milestone (M) / Tasks (T)	Lead	Start	Finish
<b>M3</b>	<b>Updated electronic record management system procured and implemented.</b>			
<b>T1</b>	Develop a 'work around' on the current electronic case file system (SSID) across Children's Services to provide an interim process that ensures case file recording can evidence the child's journey is clear and safe and risk is clearly managed	Head of Planning and Service Strategy	Sept 16	Nov 2016
<b>T2</b>	Implement 'work around' electronic case file system	Head of Planning and Service Strategy	Nov 2016	Mar 2017
<b>T3</b>	Development and approval of business case to replace Social Services Information Database (SSID) and commission a system that supports practitioners	Head of Planning and Service Strategy Head of ICT	Sept 2016	Jan 2017
<b>T4</b>	Procure electronic case file system across Children and Young People's Services	Head of Planning and Service Strategy/ Head of Children's Services	Mar 2017	July 2017
<b>T5</b>	Implement new electronic case file system	Head of Planning and Service Strategy	2 <sup>nd</sup> quarter 2017	TBC
<b>M4</b>	<b>Review existing working practices and undertake audits to determine effectiveness in key areas of service delivery.</b>			
<b>T1</b>	Improve management oversight of practice in relation to social work planning	Head of Children's Services	Started	Nov 17

**Programme 3 - Theme 3: Improving the quality of practice**

<b>Ref</b>	<b>Milestone (M) / Tasks (T)</b>	<b>Lead</b>	<b>Start</b>	<b>Finish</b>
<b>M1</b>	<b>Review existing working practices in relation to assessment and undertake internal and external audits to determine effectiveness.</b>			
<b>T1</b>	Review quality of assessment standards to ensure staff competence in service delivery	Head of Children's Services	May 16	July 17
<b>M2</b>	Practice standards for care planning are agreed and implemented			
<b>T1</b>	Develop practice standards for care planning and ensure that implementation is consistent across the workforce	Strategic Manager, Think Family Services	Nov 16	Jan 17
<b>M3</b>	<b>Introduce family friendly care plan documentation.</b>			
<b>T1</b>	Family friendly care plan are in use across the Service.	Strategic Manager, Think Family Services	Nov 16	Jan 17
<b>M4</b>	<b>LSCB strategy meetings attendance monitored and comprehensive IRO report on quality of planning to CYPsMT.</b>			
<b>T1</b>	Encourage challenge from the LSCB and IRO services to drive service improvement and embed a performance culture	Head of Children's Services	Started	Dec 17
<b>M5</b>	<b>Family outcomes framework developed and evaluated to determine service improvement.</b>			
<b>T1</b>	Introduce the family outcomes framework to demonstrate improved outcomes from implementation of plans.	Strategic Manager, Think Family Services	Nov 16	July 17

Ref	Milestone (M) / Tasks (T)	Lead	Start	Finish	
<b>M6</b>	<b>Culture of quality instilled with the workforce.</b>				
<b>T1</b>	Review and implement the quality improvement framework	Strategic Children's Reform	Manager, Services	June 16	April 17
<b>T2</b>	Analysis of good practice in quality improvement elsewhere, to inform the Durham approach.			June 16	April 17
<b>T3</b>	Develop a social work engagement programme with a focus on quality			June 16	April 17
<b>T4</b>	Review the impact of the work in practice and set new milestones			June 16	April 17
<b>M7</b>	<b>Comprehensive programme of internal and external audits undertaken and areas of concern acted upon.</b>				
<b>T2</b>	Introduce peer audit of social work case files and audit moderation and produce analysis and an evaluation of practice to be presented annually to Cabinet	Strategic Children's Reform	Manager, Services	June 16	Jan 17
<b>T3</b>	Introduce a programme of internal thematic audits to assess the quality of work in relation to: <ul style="list-style-type: none"> <li>• Assessment</li> <li>• Outcomes Focussed Care Plans</li> <li>• Casework Recording</li> <li>• sexual abuse</li> <li>• Working with families with chronic neglect</li> <li>• Multi –agency risk assessment conference (MARAC) cases for domestic abuse</li> <li>• Children placed with friends and family under Section 20</li> <li>• Mothers with multiple removals</li> <li>• Child sexual exploitation (CSE)</li> <li>• Use of research in practice</li> </ul>	Strategic Children's Reform	Manager, Services	June 16	Dec 17

	This will enable continuous improvement in social work practice				
<b>T4</b>	Introduce bi-annual external independent case file validation audit and complete audit in: <ul style="list-style-type: none"> <li>• Audit 1 – January 17</li> <li>• Audit 2 – July 17</li> </ul>	Strategic Children's Reform	Manager, Services	Sept 16	July 17

#### Programme 4 - Theme 4: Compliance with regulations

Ref	Milestone (M) / Tasks (T)	Lead	Start	Finish
<b>M1</b>	<b>Improve practice in key areas of regulatory requirements, develop new lean ways of working where required, monitor compliance through audit, ensure stakeholders are communicated with and understand any changed processes.</b>			
<b>T1</b>	Systematically record consent in First Contact for early help cases.	Strategic Manager, Looked After and Permanence	June 16	Mar 17
<b>T2</b>	Promote an understanding of private fostering placements to ensure placements are notified to the Local Authority and ensure that cases are monitored in line with statutory requirements.		June 16	Mar 17
<b>T3</b>	Revise use of placement with parents' regulations and ensure that assessments are signed off by Senior managers.		June 16	Mar 17
<b>T4</b>	Offer all relevant young people an Independent Visitors (IV) and support increased uptake to the scheme.		June 16	Mar 17
<b>T5</b>	Promote staying put to all care leavers to increase staying put rates.		June 16	Mar 17



## Appendix 1 – Ofsted Recommendations

<b>Themes</b>		<b>Recommendations</b>
Strengthening management and staffing capacity		1
Strengthening political and management oversight		2, 3 and 9
Improving the quality of practice		3, 4, 5 and 8
Compliance with regulations		6, 10, 11, 12, 13 and 14
<b>Recommendations</b>		
1	Continue with existing plans to ensure that there is sufficient capacity and stability in social work teams so that caseloads are manageable and workers are able to fully support children and young people.	
2	Review existing arrangements to ensure that political and senior leaders have access to improved quantitative and qualitative performance information that enables them to have an accurate picture of the current practice delivered to children, so that they can develop strategies to maintain and improve the quality of frontline practice.	
3	Continue with the plan to review existing recording systems to ensure that children’s case records are organised in such a way that they present a coherent, accurate and easily accessible picture of child’s journey.	
4	Improve the quality of social work assessments for all children, young people and care leavers by ensuring that they consistently contain comprehensive and rigorous analysis of all relevant information.	
5	Improve the quality of planning for all children, young people and care leavers so that plans are clear about intended outcomes and timescales, and about who is responsible for actions. Ensure that families receive a copy of their plan. Ensure that key agencies participate in strategy discussions and meetings, or provide information to them, to comply with statutory guidance.	
6	Ensure that consent is sought from parents when enquiries are undertaken for all cases of children and young people in need.	
7	Improve private fostering arrangements to comply with statutory guidance through effective awareness raising, visits to children and completion of assessments.	
8	Improve case file auditing to ensure robust and independent evaluation of the quality of practice to promote learning and improvement.	
9	Improve the oversight of casework where children are in voluntary care arrangements, including those under the PLO process, so that plans for these children progress without delay and within timescales.	
10	For children moving to live with parents under care orders, review practice in respect of reports prepared under ‘The Care Planning, Placement and Case Review (England) Regulations 2010’ to make sure that these cover all relevant information and are signed off at a suitably senior level.	
11	Review of use of, and eligibility criteria for, the independent visitor scheme so that the full range of children who would benefit	

	from the scheme are able to do so.
12	Ensure that all care leavers in foster care are aware, of the opportunity to 'stay put' in their placements after the age of 18 years, should they wish to do so.
13	Ensure that adoption recruitment strategy is based on the analysis of data, so that there is a targeted approach to ensure that sufficient carers are recruited to meet the needs of children in Durham
14	Improve how information from return home interviews is used to support risk assessments for children who go missing and/or are at risk of child sexual exploitation.

## Appendix 2 – Risk Management

The table below provides an overview of the project risks, which will be updated, as appropriate, as the project plan is implemented. The full risk register is available on request from the Project Manager.

	<u>IDENTIFIED RISK</u>	<u>LOW</u>	<u>MEDIUM</u>	<u>HIGH</u>	<u>MITIGATION</u>
1	MTFP savings for CYPS	✓			<u>Tolerate</u> MTFP plans in place Regular reporting through Big Board 1and MTFP Project Boards for CYPS Incorporated into the corporate risk register
2	Human resources issues not resolved	✓			<u>Tolerate</u> Programme 1 delivered to agreed timescales
3	Quality improvement programme not impacting on front line practice	✓			<u>Tolerate</u> Programme 3 delivered to agreed timescales Issues escalated to the Quality Improvement Board Appropriate reporting arrangements in place to ensure good management oversight
4	Service user safety	✓			<u>Tolerate</u> Regular updating to Quality Improvement Board. Escalation input to CMT. New performance framework to be developed for Children and Young Peoples Services. Interim measures to be implemented November 2016 for improved electronic case file management system. New ICT development progressing for new records management system for case files
5	Timescales not achieved	✓			<u>Tolerate</u> Delivery of the programmes within agreed timescales Issues escalated to the Quality Improvement Board Appropriate reporting arrangements in place

## Appendix 4: LSCB Action Plan resulting from Ofsted Inspection 2016

	<b>Actions Arising from Ofsted Recommendations</b>	<b>Lead</b>	<b>Timescale</b>
1	Provide more local narrative in the Child Death Overview Panel (CDOP) Annual Report.	Child Death Overview Panel	June 2016
2	Ensure the LSCB Annual Report provides a rigorous assessment of the performance and effectiveness of local services.	LSCB Business Unit	October 2016
3	Improve the voice of children, young people and families within the Child Protection Process to support ongoing service improvement.	LSCB Lay Members	December 2016
4	Record and report single agency audits to the LSCB.	Quality and Performance Sub-Group	December 2016
5	Update the Child Protection Procedures.	LSCB Business Unit	January 2017
6	Understand the impact of training on practice by enhancing the impact analysis of LSCB training.	Training, Development and Communications Sub-Group	February 2017
7	Further develop quality assurance processes and undertake multi-agency audits to ensure that partners are fulfilling their statutory obligations including auditing of Early Help.	Quality and Performance Sub-Group	March 2017
8	Refine and embed the Performance Management Framework / Scorecard including performance reporting of the Early Help outcomes framework.	Quality and Performance Sub-Group	March 2017
9	Evidence the impact within Serious Case Review learning.	Learning and Improvement Sub-Group	March 2017