Post Inspection Action Plan
Inspection of Safeguarding and Looked After Children's Services

October 2009

North Yorkshire Children's Trust

Post-Inspection Action Plan and Monitoring Arrangements

Background and explanatory information

Immediate:
Within three months (completed by January 2010)
Within six months (completed by May 2010)

FOR IMMEDIATE ACTION

OFSTED RECOMMENDATION 1:	As part of the Action Plan arising from this inspection, ensure service specific, detailed actions are incorporated relating to the areas for development and priority actions arising from the unannounced inspection to enable monitoring by Elected Members, the Children's Trust, and the LSCB.					

WAY FORWARD:					CYPP Objective		CYPP Addition	

Lead Body	Key Actions Summary (with end date)	Resources	Lead Officer	Key Partners	Accounting for Progress	
					Targets Milestones	**Reporting Process**
NYCC	The issues raised in the Unannounced Inspection Letter 29/7/09 are being addressed through the following improvement programmes: • ICT Infrastructure and Resilience (see Section 1.1 below) • ICS Programme and Functionality (see Section 1.2 below) • Performance Improvements: Timeliness of Initial and Core Assessments (see Section 1.3 below) • Workforce Capacity Building (see Section 1.4 below and Recommendation 3.0) • Contact Centre Recording (see Section 1.5 below)		David Sadler Paul Nixon Paul Nixon Paul Nixon Gary Fielding	Charlotte Wright Dudley Bason Gary Cochrane David Sadler LiquidLogic Alan Tucker General Managers (CSC) Alan Tucker General Managers (CSC) Head of HR for CYPS CYPLT Sarah Foley Nick O'Brien Carolyn Bird		

1.1: ICT Infrastructure and Resilience					CYPP Objective	6.6, 6.7, WT4	CYPP Addition	WT3
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
NYCC	This improvement programme covers:							
	• Network Resilience and Connectivity (see 1.1.1 below)		David Sadler	NYNET BT				
	• ICS Application and Server resilience (see 1.1.2)		David Sadler					
	• ICS Performance Locally for Remote Working (see 1.1.3)		David Sadler	Paul Nixon General Managers ICT Services				
	• Local Understanding of the Applications (see 1.1.4, Section 1.2 re ICS Programme and Functionality, and Section 1.5 re Workforce Capacity Building)		Paul Nixon	General Managers (CSC) LiquidLogic Alan Tucker				
	• Telephone Reliability (see 1.1.5)		David Sadler	NYNET BT				
	• Security of Local ICT equipment (see 1.1.6)		David Sadler	Paul Nixon General Managers ICT Services				
	• Clarity re responsibility and error reporting (see 1.1.7)		David Sadler	General Managers ICT Service Desk				
	• Local Contingency and Service Continuity Planning (see 1.1.8)		David Sadler Paul Nixon	Corporate Landlord Unit General Managers				

1.1: ICT Infrastructure and Resilience (continued)		CYPP Objective	6.6, 6.7, WT4	CYPP Addition	WT3

Lead Body	Key Actions Summary (with end date)	Resources	Lead Officer	Key Partners	Accounting for Progress and Impact	
					Targets Milestones	Reporting Process
NYCC	**1.1.1: Network Resilience and Connectivity**					
	• All Corporate sites now connected to single WAN supplier NYNet. – Completed • All Corporate sites now operate directly from BT exchanges. – Completed • VIP Sites have been identified, analysed and costs for resilient links requested. – Completed • All VIP sites now operate with a minimum bandwidth capacity of 10Mb. - Completed • Authorise and Install resilient links; to commence from early 2010.	Finance for additional lines. Provision in 2010/11 MTFS as part of corporate resilience initiative	David Sadler	Charlotte Wright Dudley Bason Gary Cochrane NYNET BT		ICT Project Board
	1.1.2: ICS Application and Server Resilience					
	• ICS Application Load balancing planned to commence early November with the supplier Liquid Logic. • The database clustering facility Polyserve will be migrated to the new resilient environment by December. • Full application server resilience is planned to be in place before 2010.	Finance for additional servers & Supplier (Liquid Logic) expertise. See also 2010/11 MTFS	David Sadler	Gary Cochrane Charlotte Wright Alan Tucker HP Computacentre		ICS Project Board
	1.1.3: ICS Performance Locally and for Remote Working					
	• Review of the local LAN infrastructure on each VIP sites has taken place. • Escalation procedures if performance issues arise have been put in place with fast track response agreed with ICT services. • Improvements made in both 1.1.1& 1.1.2 will have a positive impact on local performance. • Local discussions have taken place on site and the roll out and education of staff on remote access facilities has now been completed	Existing resources	David Sadler	Alan Tucker Gary Cochrane General Managers Paul Nixon Dudley Bason ICT Services		ICS Project Board

1.1: ICT Infrastructure and Resilience (continued)					CYPP Objective	6.6, 6.7, WT4	CYPP Addition	WT3
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress and Impact**			
					Targets Milestones		**Reporting Process**	
	1.1.4: **Local Understanding of the Applications**							
	• Incorporate in updated guidance and training strategy (see section 1.2)	Existing resources	Alan Tucker	LiquidLogic Paul Nixon Lucy Darwin General Managers			ICS Project Team	
	1.1.5: **Telephone Resilience**							
	• Improvements made in both 1.1.1 & 1.1.3 will have a positive impact on telephone resilience as both the data and voice traffic operate through the same network. • A total review of the telephone set up and resilience improvement plan is currently underway with Azzurri and MItel. The results of which will, once (costs are) authorised be rolled out a cross the County during 2010 with a priority being given to the VIP sites. • In addition a review of the location and sign posting of the local analogue phones has taken place.	Finance for resilient telephone licence; see 1.1.1 re MTFS provision	David Sadler	NYNET Azzurri Mitel BT			ICS Project Board	
	1.1.6: **Security of local ICT Equipment**							
	• Any local server cabinets will all now be locked, the purchase of combination locks has taken place and will be installed before 2010. • Review to take place on each VIP as to the location of the hardware, with any improvements agreed and implemented by March 2010. • Advice issued on how to secure laptops to desks with Kensington locks; procurement policy now changed to include a lock with the purchase of all new laptops. – Completed • All laptops are fully encrypted to government approved standards. –Completed	Alternative and more secure space on site. Existing resources including corporate funding for revised security policy initiatives.	David Sadler	Dudley Bason Alan Tucker Paul Nixon General Managers ICT Services			ICS Project Team	

1.1: ICT Infrastructure and Resilience (continued)		CYPP Objective	6.6, 6.7, WT4	CYPP Addition	WT3

Lead Body	Key Actions Summary (with end date)	Resources	Lead Officer	Key Partners	Accounting for Progress and Impact	
					Targets Milestones	Reporting Process
	• The security policy on all removal media, USNB sticks, DVD's CD's etc will be implemented after approval by the management board before 2010.					
	1.1.7: Clarity re Responsibility and Error Reporting					
	• Discussions are ongoing with the ICS support team to simplify and improve call logging and incident management. Proposals are being reviewed to use the existing ICT service desk for all ICT including telephone problems. This will enable more error and problem tracking, better management information and improve communication and service to the VIP sites. Discussions to be completed by December 2009.	Potential additional service desk FTE; see 1.1.1 above re MTFS provision	David Sadler	General Managers ICT Services Desk		ICS Project Team
	1.1.8: Local Contingency and Service Continuity Planning					
	• Each local site will design a service continuity plan which will be invoked if the systems are unavailable. This may include local agreements with neighbouring NYCC offices or may include utilising the home working facilities now available already for many users at these locations (Laptop secure, network VPN and Titan Phone). Further work needed to standardise the processes to deal with the different types of failure. **By December 2009** • Local discussions initiated with ongoing plans being established.	VPN and Laptop investment for key staff from existing grants	Paul Nixon/ David Sadler	Alan Tucker Dudley Bason General Managers Gary Cochrane Corporate Emergency Planning Unit		CYPLT ICS Project Board

1.2: ICS Programme and Functionality					CYPP Objective	2.1, 6.7, WT3	CYPP Addition	
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
NYCC	The ICS and Performance Recovery Programme was established at the end of 2008. It is a phased programme, with the first three phases already completed. They are not repeated in this document. The next phases exploit DCSF flexibilities announced 22/6/09 and incorporate inspection findings. Objectives of the Next Phases are: • Reclaiming Social Work Practice Time – includes retention, until March 2010, of additional support staff for the programme and continuous review of Social Worker capacity. **End date: March 2010**	Virement within CYPS Budget 2009/10 Corporate Reserves	Paul Nixon	CYPLT General Managers (CSC) Alan Tucker Chief Executive				
	• Contingency Planning for 2009/10 Performance Data Capture – maintain Minimum Dataset collection via quarterly spreadsheets, with monthly fast track turn round of Child Protection spreadsheet (including timeliness of Initial and Core Assessments) from October 2009. **End Date: May 2010.**		David O'Brien	Alan Tucker General Managers (CSC)				

	• Immediate improvements to templates for Core Assessments, Initial Child Protection Conferences, review Child Protection Conferences and Pathway Plans. Identify required improvements to all templates. **End date: December 2009.** These steps will
	   o enable Social Workers to complete assessments more quickly
	   o drive work with LiquidLogic to streamline ICS programme.
		Existing resources supplemented by non-recurring virement within CYPS Budget 2009/10.	Paul Nixon	General Managers (CSC)
				Alan Tucker
				David Sadler
				Lucy Darwin
				
				Gary Cochrane
				LiquidLogic				

	• Business Process map all relevant CSC processes to drive work with LiquidLogic to streamline ICS program. Includes development of ICS Practice Guidance for revised programme. **End date: January 2010.**	As above together with support from Corporate Transformation	Paul Nixon	Alan Tucker David Sadler LiquidLogic Christian Turner				

1.2: ICS Programme and Functionality					CYPP Objective	2.1, 6.7, WT3	CYPP Addition	
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
		Team & ICT Services						
NYCC	• Implement Revised Programme supported by Business Process and ICS Practice Guidance which will include local good practice examples. (Link this with review of function allocations between frontline and support staff to inform CSC support staff review.) **End date: March 2010**	As above	Paul Nixon	General Managers (CSC) Alan Tucker David Sadler Christian Turner LiquidLogic				
	• Analyse and risk assess integration of ICS with other key systems (eg Impulse) using STIC Integration products. These links would make it possible to integrate all information about individual children (the underlying aim of our Information Policy) and would help more flexible (and more efficient) work patterns for frontline staff. **Key decisions to be made by March 2010 with end date of 2011.**	To be assessed in MTFS for 2011/12	Cynthia Welbourn	Gary Fielding David Sadler Paul Nixon AD Finance Gary Cochrane CYPLT				
	The objectives will be delivered as follows:							
	• Project Accountability and Decision Taking (1.2.1)							
	• Capacity Building and Setting Standards (1.2.2)							
	• Improving and Maintaining Functionality (1.2.3)							
	• Performance Data System Stabilisation (1.2.4)							
	• Other Users and Applications (1.2.5)							
	1.2.1 Project Accountability and Decision Taking							
	A Children's Social Care Senior Manager is designated as the Senior ICS Champion. **Done**		Paul Nixon	Alan Tucker CYPLT			CYPLT Executive Members	

1.2: ICS Programme and Functionality					CYPP Objective	2.1, 6.7, WT3	CYPP Addition	
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
	Strengthen ICS Project accountability and delivery checks: ▪ Project Board (meet monthly) chaired by DCS; to include LiquidLogic representative	Existing resources supplemented by non-recurring virement within CYPS Budget 2009/10.	DCS	Paul Nixon George Bateman David Sadler LiquidLogic				
	▪ Project Team (six weekly) chaired by AD Children's Social Care		Paul Nixon	Alan Tucker Lucy Darwin Gary Cochrane				
	• LiquidLogic Account meeting (quarterly or more frequently) chaired by AD Children's Social Care		Paul Nixon	George Bateman Alan Tucker David Sadler Andrew Whittaker				
	• Implementation Group (monthly) chairing shared by General Manager (Central) and Senior ICS Champion.	As above	Karl Podmore	Alan Tucker Lucy Darwin Gary Cochrane				
	The Project Board to • quality assure the work of the Project Team and supporting groups, hold all parties to account for deadlines and impact • ensure stock take is undertaken using DCSF ICS Usability Toolkit • evaluate in December 2009/January 2010 whether project is deliverable and sustainable.	Existing resources	Cynthia Welbourn	Paul Nixon George Bateman David Sadler Penny Yeadon			ICS Project Board	
	In evaluating future sustainability of ICS Protocol • assess progress with Functionality (see 1.2.4 below)	Existing resources	Cynthia Welbourn	Paul Nixon George Bateman David Sadler Penny Yeadon			ICS Project Board	
	• reassess relevant competencies in all staff groups to determine skills gaps and targeted further training	Existing resources	Paul Nixon	General Managers			ICS Project Board	

1.2: ICS Programme and Functionality					CYPP Objective	2.1, 6.7, WT3	CYPP Addition	
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
	• assess scale of ongoing support (eg trainers and systems support officers) required assuming all staff achieve relevant competencies	Existing resources	Alan Tucker				ICS Project Board	
	• identify off-setting efficiencies, including potential for rationalising accommodation (linked to flexible working) in order to concentrate support services for efficiency	Existing Potential PIP bid 2010/11	Paul Nixon	James Bromiley Strategic Services			CYPLT ICS Project Board Executive Members	
	• link any future need for trainer capacity with Directorate-wide review of systems trainer requirements (including CareWorks for YJS) **By January 2010**	Existing	Alan Tucker	Penny Yeadon Lucy Darwin				
	Potential Implementation of the ICS in Child Placement to be reassessed following evaluation of progress with recovery programme and decision re future sustainability. Implementation would only proceed in Child Placement if risk assessment at that point ensured all lessons learned from A&S/LAC implementation are secure, and that adverse capacity and cost implications would not recur. **February/March 2010**	Priority in 2010/11 MTFS for additional ICT investment with further provision in 2011/12	Paul Nixon	ICS Project Team Gary Cochrane Alan Tucker			ICS Project Board CYPLT Executive Members	
	Children and Young People's Service Finance and Management Support to compile a 'one page' view (per year) of all the ICS expenditure to assist management of recovery project and to inform evaluation of financial sustainability of system. **November 2009**	Existing Resources	George Bateman	Chris Hill			ICS Project Board CYPLT Executive Members	
	1.2.2 Capacity Building and Setting Standards							
	Temporary contracts for Project Support Officer, six ICS Trainers, Systems Development Officer and Systems Management Assistant to be extended from 31.10.09 to 31.3.10. **Done**	Further virement of resources within Directorate	George Bateman	CYPLT			CYPLT Executive Members	

1.2: ICS Programme and Functionality					CYPP Objective	2.1, 6.7, WT3	CYPP Addition	

Lead Body	Key Actions Summary (with end date)	Resources	Lead Officer	Key Partners	Accounting for Progress	
					Milestones	**Reporting Process**
	ICS frontline users who are currently not IT-confident to receive further training. **By December 2009.**	Existing resources supplemented by non-recurring virement within CYPS Budget 2009/10.	Alan Tucker	General Managers Service Managers ICS Trainers Skills for Life Team		CYPLT
	Business Process Review to identify what should be the ongoing, consistent role and amount of administrative support assuming appropriate levels of IT confidence in frontline staff. This to also inform evaluation of future sustainability. **By December 2009.**		Alan Tucker	CYPLT Business Improvement Team		CYPLT Executive Members
	All Person Specifications for all roles within Children's Social Care to be revised to address appropriate level of IT confidence/ competence for ICS. **By December 2009.**		Paul Nixon	Penny Yeadon		
	Revise ICS Communication Plan to improve flow of information in next stages of recovery plan. **By November 2009 and ongoing**	Existing	Alan Tucker	ICS Project Team		Paul Nixon
	'Me Learning' testing to be completed (including ensuring it is consistent with current ICS PROTOCOL release and ICS User Guidance etc.), access to be set up for every ICS User and reinforced by Floorwalkers. **By December 2009**	Existing resources supplemented by non-recurring virement within CYPS Budget 2009/10.	Alan Tucker	ICS Practitioner Teams		
	ICS/IT Floorwalking support to remain in place until the Business Process Mapping work completed, including production and implementation of bespoke ICS Practice Guidance document. **End Date March 2010.**		Alan Tucker	ICS Project Team General Managers		Paul Nixon
	More targeting of Floorwalking to part time practitioners and specific team requirements to be introduced from September. **End March 2010**		Alan Tucker	Service Managers		Paul Nixon
	'New Starter' ICS Training to be written for role specific functions within Children's Social Care. **By January 2010.**	As above	Alan Tucker	ICS Project Team		Paul Nixon
	Once the ICS Practice Guidance is complete, all teams to be trained to follow this guidance. Re-launch training in January/February 2010	Existing resources supplemented	Alan Tucker	Paul Nixon Gary Cochrane Lucy Darwin		ICS Project Board

1.2: ICS Programme and Functionality					CYPP Objective	2.1, 6.7, WT3	CYPP Addition	
Lead Body	Key Actions Summary (with end date)	Resources	Lead Officer	Key Partners	Accounting for Progress			
					Milestones		Reporting Process	
		by non-recurring virement within CYPS Budget 2009/10.						
	Children's Social Care Senior Management Team to ensure all staff and teams comply fully with revised practice guidance. **Ongoing**	Existing Resources	Paul Nixon	Social Care Senior Management Team			ICS Project Board CYPLT	
	Mobile Technology already ordered to be deployed at the earliest opportunity. **November 2009**	ICS Grant	Dudley Bason	Alan Tucker Charlotte Wright			Paul Nixon ICS Project Board	
	1.2.3 Improving and Maintaining Functionality							
	ICS User Satisfaction Surveys to be introduced – initially to define a benchmark and monitor developments. **November 2009**	Existing resources	Alan Tucker	General Managers (CSC)			ICS Project Board CYPLT	
	With LiquidLogic input, urgently document the current configuration of North Yorkshire's ICS PROTOCOL. **November 2009**	Existing resources	Andrew Whittaker	Alan Tucker Gary Cochrane Lucy Darwin LiquidLogic BPR Team			ICS Project Board CYPLT	
	Service Level Agreement to clarify accountabilities: • Maintenance by the Systems Team of a document to record how ICS PROTOCOL is configured (once the current configuration has been identified with assistance from Liquidlogic) • Timeliness of software upgrade releases from Liquidlogic going live • Securing practitioner ICS 'Testers' from Assessment & Safeguarding, Looked After Children and Disabled Children's Teams, the Emergency Duty Team. • LiquidLogic representation on NYCC Project Board. • Set standards for software release notes.	Existing resources supplemented by non-recurring virement within CYPS Budget 2009/10.	Gary Cochrane/ Alan Tucker	Charlotte Wright Dudley Bason Lucy Darwin ICS Project Team John Aston			ICS Project Board	

1.2: ICS Programme and Functionality					CYPP Objective	2.1, 6.7, WT3	CYPP Addition	
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
	North Yorkshire to be actively involved with Liquidlogic and the DCSF with respect to the national ICS revisions – to secure as much required good Social Work practice functionality in the national ICS revisions as possible. **Ongoing**	Existing Resources	Alan Tucker	Andrew Whittaker Gary Cochrane			Paul Nixon	
	More appropriate templates for Initial and Core Assessments for North Yorkshire to be identified and put onto our live system via software upgrade releases or patches. **By November 2009**	As 14 above	Alan Tucker	ICS Practitioner Trainers Lucy Darwin			ICS Project Board	
	Business Process Mapping of Children's Social Care work processes to be scheduled for November and December 2009 and January 2010. The purpose is to align the ICS programme with streamlined assessment and management processes referred to under 1.3 to improve timeliness. **December 2009**	Existing resources supplemented by non-recurring virement within CYPS Budget 2009/10.	Alan Tucker	Paul Nixon David Sadler LiquidLogic Christian Turner Sarah Whorlton Colin Wilson Lucy Darwin Gary Cochrane Dudley Bason Senior Social Care Staff			ICS Project Board	
	All Children's Social Care Procedures to be reviewed/revised in conjunction with the Business Process Mapping of Children's Social Care work processes. **October 2009**						ICS Project Board	
	Business Process Mapping of Children's Social Care work processes to streamline consistency of practice in general and expected quality of Initial and Core Assessments specifically, within Children's Social Care (and to promote the use of outcomes focused recommendations within assessments). **November 2009**						ICS Project Board	
	Members of Children's Social Care Senior Management Team & Senior Directorate ICT Staff to commit their own time and manager/worker resources to undertaking the Business Process Mapping as required. **November/December 2009**						ICS Project Board	

1.2: ICS Programme and Functionality					CYPP Objective	2.1, 6.7, WT3	CYPP Addition	
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
	Once the Business Process Mapping of Children's Social Care work processes is complete, a full ICS 'Healthcheck' to be undertaken to ensure that the ICS PROTOCOL is configured in the most appropriate way to support Children's Social Care practice. **January 2010**	Existing Resources	Alan Tucker	Gary Cochrane Charlotte Wright Paul Nixon General Managers Lucy Darwin			ICS Project Board	
	The existing strategy for the provision of technology for social workers be updated to reflect experience of ICS, including the revisions to take account of conclusions from 'Business Process Mapping' exercise; any required equipment to be provided and installed as quickly as possible. **January 2010**	ICS Grant supplemented by agreed priority provision in 2010/11 MTFS	Alan Tucker	Sarah Whorlton Gary Cochrane Paul Nixon Charlotte Wright			ICS Project Board	
	All current User and Skeleton Practice Guidance to be updated each time a Liquidlogic software upgrade release is implemented in North Yorkshire (including, initially, obtaining feedback on the usability and the level of use of all current User and Skeleton Practice Guidance). Determine best medium(s) for providing the guidance and establish procedures for its regular update. **Ongoing**	Existing resources supplemented by non-recurring virement within CYPS Budget 2009/10.	Alan Tucker	Andrew Whittaker Lucy Darwin			ICS Project Board	
	1.2.4 Performance Data Stabilisation							
	The Project Team ensures: • 09/10 Quarterly comparison of Spreadsheets (and Finance records on Softbox) with ICS to assess accuracy of data on ICS • The data on ICS becomes reliable enough to stop using parallel spreadsheets. **By February 2010** • Centralised Case Lists to be re-established (this will require some extensive targeting of data cleansing by the ICS Trainers/Floorwalkers) • Identification of a 'fast track' methodology to close historic cases and ensure implementation by December 2009. • "Case Amnesty" is completed and means	Existing Resources	Paul Nixon	Alan Tucker Lucy Darwin Gary Cochrane David O'Brien General Managers (CSC)			ICS Project Board CYPLT Executive Members	

1.2: ICS Programme and Functionality					CYPP Objective	2.1, 6.7, WT3	CYPP Addition	
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
	identified for ongoing monitoring to ensure record-keeping on the ICS is up to date. **By January 2010**							
	1.2.5 Other Users and Applications							
	Assess feasibility of multi-agency inputting onto the ICS (for example, school teachers for PEPs and LAC Nurses re Immunisations) to be explored. **By February 2010**	Existing Resources	Alan Tucker	Alan Clifton PCT			CYPT ICS Project Board	
	Protocols with respect to Guardians ad Litem and Ofsted Inspectors accessing records on the ICS PROTOCOL to be established. **March 2010**	Existing Resources	Paul Nixon	Alan Tucker			CYPLT ICS Project Board	
	The ICS Project Team to maintain links with the development work of the other main Children and Young People's Service database systems but integration with the other systems not to be considered until full ICS Recovery has been achieved. **Ongoing**	Existing Resources	Alan Tucker	Gary Cochrane Dudley Bason			CYPLT ICS Project Board	
	The ICS Project Team to maintain links with the Corporate eDRMS Team but implementation if eDRMS within Children's Social Care not to be considered until full ICS Recovery has been achieved. **Ongoing**	Existing Corporate Resources	Alan Tucker	Gary Cochrane Paul Nixon			CYPLT ICS Project Board	
	Post ICS Project closure, **if Protocol retained** the ICS Implementation Group to become an ICS Steering Group for ongoing Quality Assurance and to ensure efficiency is maximised. **May 2010**	Existing Resources	Paul Nixon	Alan Tucker Gary Cochrane			CYPLT	
	Three to six months post Project closure the Project Team to undertake a post Project review. **October 2010**		Paul Nixon	Alan Tucker			CYPLT Executive Members	

1.3: Improvements in Timeliness of Assessments					CYPP Objective	6.6, 6.7, WT4	CYPP Addition	WT3
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
NYCC	The Action Plan to improve timeliness in assessments covers the following: • Prioritisation (section 1.3.1) • Action Planning – Service and Team Levels (section 1.3.2) • Streamlining Assessment Practice and Management (section 1.3.3) • Reinforcing S.47 Responsiveness (section 1.3.4) • Performance Management (section 1.3.5) • Quality Assurance (section 1.3.6)							

1.3: Improvements in Timeliness of Assessments					CYPP Objective	6.6, 6.7, WT4	CYPP Addition	WT3
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
NYCC	**1.3.1 Prioritisation**							
	• Ensure consistent and strong senior management message that improved timeliness on Initial and Core Assessments is the top performance priority for CSC.	Existing Resources	Paul Nixon	General Managers (CSC) Alan Tucker David O'Brien			CYPLT Executive Members Executive (Quarterly) Children's Trust Board LSCB	
	• Ensure Service Managers and Social Workers understand that the simplified practice, and more focussed practice management, required to achieve improvements in timeliness are the most effective ways of o maximising capacity o improving decision taking and planning based on quicker, sharper assessments.		Paul Nixon	General Managers (CSC)				
	• Revise targets for 2009/10 for Initial and Core Assessments completed on time. Targets to require significant in-year improvement and to aim to match or exceed North Yorkshire previous best for Initial Assessments (64.0%) and to improve by at least 5% on Core Assessments for last performance year (70%).		Paul Nixon	General Managers (CSC) David O'Brien	Outturn 2009/10 of 65% Initials on time. Outturn 2009/10 of 75% Cores on time 90% Initials on time per month November 2009 – March 2010 100% Cores on time per month November 2009 – March 2010			
	• Run check to ensure all completed Core Assessments are captured in performance data spreadsheets.		Alan Tucker	General Managers (CSC) Service Managers				
	1.3.2 Action Planning – Service and Team Levels							
	• Revised Assessment and Safeguarding Service Action Plan (SAP) to incorporate improvement targets and associated streamlining of assessment and management practice (see 1.3.3 below)	Existing resources	Paul Nixon	Nick O'Brien Alan Tucker David O'Brien	Implement by 31.10.09		Director	

1.3: Improvements in Timeliness of Assessments					**CYPP Objective**	**6.6, 6.7, WT4**	**CYPP Addition**	**WT3**
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
	• All Assessment and Safeguarding Teams and LAC Teams to revise targets and priorities in their Team Level Action Plans (TAPs) in line with changes to SAP.		Paul Nixon	General Managers (CSC) Service Managers (A&S, LAC)				
	• TAPs and specifically performance against targets to be a standing item in team meetings. **Ongoing**	Existing resources	Paul Nixon	General Managers (CSC) Service Managers (A&S, LAC)	Implement by 31.10.09		Director	
	• Individual staff performance against assessment timescales to be discussed in staff supervision meetings. **Ongoing**		Paul Nixon	General Managers (CSC) Service Managers (A&S, LAC)				
	1.3.3 Streamlining and Focussing Assessment Practice and Management							
	• Prepare and implement simple, clear and brief practice model templates for Initial and Core Assessments to replace those in ICS Protocol.		Paul Nixon	Alan Tucker Lucy Darwin	Implement change by 31.10.09			
	• To achieve immediate change, adopt Word documents to attach to ICS Protocol files pending longer term resolution with LiquidLogic of embedded solution. [This is linked with programme to improve ICS functionality based on DCSF flexibilities announced 22.6.09. See 1.2 above.]	Existing resources supplemented by non-recurring virement within CYPS Budget 2009/10.	David Sadler	Lucy Darwin Alan Tucker			ICS Project Board	
	• Support simplified assessment templates with revised practice guidance which focuses on assessments being brief, focussed, analytical with clear recommendations.		Paul Nixon	Nick O'Brien Alan Tucker General Managers	Staff briefings October, November 2009			
	• Revised guidance to clarify and standardise practice expectations regarding use of Core Assessments so as to increase usage. (Every child subject to a Child Protection Plan, every LAC and every CIN expected to need support for three months or more to have Core Assessment.)	As above	Paul Nixon	General Managers (CSC)	Senior Staff Briefings November 2009			

1.3: Improvements in Timeliness of Assessments					CYPP Objective	6.6, 6.7, WT4	CYPP Addition	WT3
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
	• Ensure protected time for Service Managers and Deputy Service Managers (DSM) on a weekly basis to ensure assessment sign off and tracking of team timescales on assessments.	As above	Paul Nixon	General Managers (CSC)	Introduce by November 2009			
	• Ensure, as part of home & mobile technology review (see section 1.2) IT provision to enable flexible working and working from home is targeted to priority groups of Service Managers, Deputy Service Managers and Social Workers (A&S, LAC).	ICS Grant	Paul Nixon Alan Tucker	General Managers (CSC) Dudley Bason Sarah Whorlton			Director ICS Project Board	
	• Ensure all relevant staff trained consistently in use of relevant technology to maximise benefits in use of time and meeting assessment deadlines.	Existing resources	Paul Nixon	General Managers (CSC) Alan Tucker Lucy Darwin				
	1.3.4 Reinforcing S.47 Responsiveness in Children's Services							
	• Launch revised Child Protection Procedures through multi-agency briefings.	Existing resources	LSCB Manager	Paul Nixon General Managers (CSC) CYPLT				

1.3: Improvements in Timeliness of Assessments					CYPP Objective	6.6, 6.7, WT4	CYPP Addition	WT3
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
	• Embed revised CP Procedures in CSC Teams through County Workshops for Service Managers	Existing resources	Paul Nixon	LSCB Manager General Managers Service Managers			LSCB CYPLT	
	• Reinforce training for frontline staff and Preventative Services through: ○ locality based sessions ○ team briefings		Paul Nixon	General Managers Service Managers				
	• Individual CSC staff implementation of revised procedures, risk identification and risk management to be followed up in staff supervision meetings.		General Managers (CSC)	Service Managers (CSC)			Paul Nixon	
	1.3.5 Performance Management							
	• Monthly spreadsheet returns from CSC Teams for Initial and Core Assessments, children becoming subject to a Child Protection Plan (CPP), children ceasing to be subject to a CPP, and children becoming subject to a CPP for a second or subsequent time.	Existing resources	Paul Nixon	General Managers (CSC) Alan Tucker David O'Brien				
	• Monthly County and Team level performance reports to be produced promptly on the above indicators for active monitoring at team and County level.	As above	David O'Brien	DCS Paul Nixon General Managers Service Managers Alan Tucker			Director CYPLT	
	• Review TAPs and briefly record active management of them by Service Managers on at least a monthly basis.	As above	Paul Nixon	General Managers (CSC) Alan Tucker				
	• Active monitoring of plans and performance data by DCS/AD on a monthly basis.		Cynthia Welbourn	Paul Nixon David O'Brien				
	• Progress and impact reporting to: ○ CYPLT monthly ○ Executive Members monthly ○ LSCB quarterly ○ Children's Trust linked to each Board meeting	As above	Paul Nixon	David O'Brien Alan Tucker LSCB Manager David O'Brien	Monthly or quarterly reports, as appropriate, against targets		Executive Members Executive Children's trust LSCB	

1.3: Improvements in Timeliness of Assessments					CYPP Objective	6.6, 6.7, WT4	CYPP Addition	WT3
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
	1.3.6 Quality Assurance							
	• IRO Managers to report quarterly to Assistant Director (CSC) with report to quality of assessments checked. • A&S and LAC Service Managers to monitor quality in line with SAP. • Multi-agency or other independent evaluation of quality of streamlined assessments. • Seek good practice information from relevant Statistical Neighbours for comparison.	Existing resources	Paul Nixon Paul Nixon Paul Nixon LSCB Manager Alan Tucker	IRO Managers Alan Tucker Nick O'Brien David Molesworth LSCB Executive David O'Brien LSCB Manager	Reports as per Key Actions		CYPLT LSCB	
	• Review the application of thresholds across A&S Teams in conjunction with Integrated Service Managers and other agencies (especially Health and Police) under auspices of LSCB.	As above	Paul Nixon	Integrated Service Managers LSCB Manager Police and Health Officers	Audit report to LSCB by February 2010		CYPLT Executive Members LSCB	
	• General Managers (CSC), Service Managers and Integrated Service Managers ensure regular liaison and communication over referral pathways to ensure appropriate use of CAF, Initial and Core Assessments and assist timeliness of assessments. **Ongoing**	Existing	Paul Nixon Carolyn Bird	General Managers Integrated Service Managers David O'Brien Louise Dunn	Evaluation/monitoring report on referrals to all relevant services to be produced quarterly.		Director/CYPLT Executive Members Children's Trust Board	

1.4: Workforce Capacity Building					CYPP Objective	6.6, 6.7, WT4	CYPP Addition	WT 3
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
NYCC	Reconfigure the two Harrogate A&S (East and West) Teams into one, and the three Scarborough Teams (Initial Assessment, North and South) into one to improve their ability to respond quickly and flexibly to new assessments. **By January 2010**	Recurring virement in 2009/10 MTFS provided resources for 9 additional social workers.	Paul Nixon	General Managers (East and West) Penny Yeadon	Agreement to management and practice changes secured December 2009		Director CYPLT	
	Review practice to ensure practical improvement plans are in place to address timeliness rates in reconfigured teams, **By January 2010**		Paul Nixon	Nick O'Brien Alan Tucker				
	Complete recruitment to new Head of Safeguarding post. **By April 2010**		DCS	Paul Nixon Penny Yeadon	Normal recruitment process.		Director	
	Maintain recruitment drive to fill remaining Social Work vacancies to bring permanent staffing up to improved levels established in 2008/9. **Ongoing**		Paul Nixon	Penny Yeadon General Managers	Strategy agreed by CYPLT, October 2009.		CYPLT	
	Identify suitably qualified and experienced Social Workers employed elsewhere in CSC and wider Children and Young People's Service to establish potential for flexible deployment to support A&S Teams.		CYPLT	Penny Yeadon			CYPLT	
	Maintain, until March 2010, enhanced administrative, training and IT support funded by wider CYPS to support ICS recovery plan and continue to free up Social Work time.	Additional resources provided by virement/carry forward from 2009/10 CYPS budget	CYPLT	Paul Nixon Alan Tucker	Exit strategy to be presented to CYPLT following ICS project evaluation in January 2010 (see 1.2).		CYPLT Executive Members	
	Maintain agency staff cover for A&S Social Work vacancies and long term sickness pending permanent appointments, subject to monthly review.	Existing Resources/ corporate in-year support	CYPLT	Paul Nixon Penny Yeadon Chris Hill	Cost Centre Monitoring reports monthly.		CYPLT Executive Members	

1.4: Workforce Capacity Building				CYPP Objective	6.6, 6.7, WT4	CYPP Addition	WT 3

Lead Body	Key Actions Summary (with end date)	Resources	Lead Officer	Key Partners	Accounting for Progress	
					Milestones	Reporting Process
	Establish Relief Staff policy and Strategy as alternative to use of agency staff.	Existing resources	Penny Yeadon	Paul Nixon	Policy paper to CYPLT, November 2009.	CYPLT
	Run campaign to recruit Relief Social Workers.	Existing resources	Penny Yeadon	General Managers (CSC)		CYPLT
	Where newly qualified Social Workers are recruited to permanent vacancies, ensure appropriate induction with reduced caseloads, and maintain compensatory supernumeracy cover (subject to agreement and review) where caseload pressures require this.	Existing resources, including current virement	Paul Nixon	Penny Yeadon Chris Hill David O'Brien	Monitoring and update reports to Director and CYPLT monthly, or as appropriate.	CYPLT Executive Members
	Monitor caseload trends on monthly basis to manage pressures and assess evidence for further increase in Social Work and/or management capacity o within 2009/10 o beyond 2009/10	Existing resources, including current virement	CYPLT	Executive Members David O'Brien Alan Tucker	Monitoring and update reports to Director and CYPLT monthly, or as appropriate.	CYPLT Executive Members

1.5: Customer Service Centre Recording					CYPP Objective	6.6, 6.7, WT4	CYPP Addition	WT3
Lead Body	Key Actions Summary (with end date)	Resources	Lead Officer	Key Partners	Accounting for Progress			
					Milestones		Reporting Process	
NYCC	Ethnicity recording activated on LAGAN system used by Contact Centre on receipt of referrals.	Existing Resources	Gary Fielding	Sarah Foley	Completed 1.7.09 System implemented September 2009.			
	Arrangements agreed to record all contacts (including those referred on to Integrated Services for CAF as well as those referred to CSC) on ICS via Contact Centre.	Existing Resources	Sarah Foley	Nick O'Brien Carolyn Bird			To be monitored by Task Group (Sarah Foley, Nick O'Brien, Carolyn Bird)	

OFSTED RECOMMENDATION 2:	Utilise the combines resource of the council and its partners (contractors) to prioritise and address the difficulties associated with ICS					
WAY FORWARD:					**CYPP Objective**	**CYPP Addition**
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**	
					Milestones	**Reporting Process**
	See (2) under Recommendation 1 above					

WITHIN THREE MONTHS							

OFSTED RECOMMENDATION 3:		Undertake a full evaluation of current children's services actual spending to reconcile the need for increased safeguarding services against the current overspend and to ensure strong financial planning that sustains the service operation over the medium and longer term					
WAY FORWARD:					CYPP Objective		CYPP Addition
Lead Body	Key Actions Summary (with end date)	Resources	Lead Officer	Key Partners	Accounting for Progress		
					Milestones		Reporting Process
	This section of the Action Plan covers: • Externally Driven Pressures (Section 3.1) • Management Controls and Monitoring (Section 3.2) • Staffing Cost Drivers (Section 3.3) • Child Placement Cost Drivers (Section 3.4) • Forward Financial Planning (Section 3.5)						

3.1: Externally Driven Pressures					CYPP Objective		CYPP Addition	
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
NYCC	Funding strategy agreed for all overspend driven by significant increase in referrals following Baby Peter case (inputs) and by impact of ICS on speed at which work can be progressed (throughput)	Existing reallocated in CYPS. Corporate in-year support.	DCS	CYPLT			Executive Members (monthly) Executive (quarterly)	
	For work to address ICS recovery see 1.1 and 1.2. This will contribute to stabilising costs by releasing some Social Work time and reducing need for current levels of system support.	Existing reallocated in CYPS	DCS/Corporate Director, Financial Services	CYPLT David Sadler			Executive Members (CYPS) Children's Trust	
	For work to improve timeliness of assessments through streamlining practice etc, see section 1.3. This will contribute to stabilising costs and will help to ensure medium and longer term further increases in costs are kept as low as possible relative to the scale of increased demand.	Existing reallocated in CYPS	AD (CSC)	CYPLT			Executive Members (CYPS) Children's Trust LSCB	

3.2: Management Controls and Monitoring					CYPP Objective		CYPP Addition	
Lead Body	Key Actions Summary (with end date)	Resources	Lead Officer	Key Partners	Accounting for Progress			
					Milestones		Reporting Process	
	Detailed analysis, monitoring and reporting already in place for monthly Revenue Budget reporting to CYPLT, Executive Members. To be maintained & supplemented by detailed analysis of key cost drivers e.g. child placements and agency staff.	Existing Resources	AD (Finance CYPS)	CYPLT	Enhanced Cost Centre Monitoring (CCM) reports – monthly – and management action.		CYPLT Executive Members (CYPS) Management Board Executive	
	Quarterly reporting to Executive as part of Corporate process. To be maintained but highlighting impact on service MTFS & VFM Plan of unavoidable extra costs in strengthening safeguarding & social work. Support in order to contain increase in the cost of placements & other support.		Chief Executive and Corporate Director (Finance)	AD (Finance CYPS) DCS	Quarterly monitoring reports and management action.		CYPLT Executive Members (CYPS) Management Board Executive	

3.3: Staffing Cost Drivers					CYPP Objective		CYPP Addition	
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
NYCC	Staffing cost drivers being actively managed and monitored.							
	• Non-recurring costs admin/training/IT/ performance data capture/support for ICS recovery plan: costs fixed and in place until March 2010.	Funding to cover these costs already reallocated from other CYPS budgets 2008/9, 2009/10 (not causing overspend).	AD Finance	Paul Nixon Penny Yeadon	ICS monitoring reports to Director (monthly). Cost Centre Monitoring reports (monthly)		CYPLT Executive Members	
	Recurring increased staffing costs arising from additional frontline posts (9 Social Workers, 3 Deputy Service Managers Fostering): base budget provision made for them and recruitment processes ongoing. Funding to cover these costs already in base budgets (reallocated from other CYPS budgets and topped up by Corporate growth 2009/10). (Not causing overspend.)	Recurring virement in 2009/10 MTFS provided resources for 9 additional social workers. 2010/11 MTFS has an already agreed priority to further increase both the number of social workers & strengthen management structures especially in providing 'challenge' to key decisions & judgements (circa £550k).	Cynthia Welbourn	Paul Nixon AD Finance John Moore			CYPLT Executive Members	

3.3: Staffing Cost Drivers					CYPP Objective		CYPP Addition	
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
	Use of agency staff to ensure full staffing in A&S teams: covering • vacancies in previously established Social Worker posts • newly established Social Worker posts pending permanent staff coming into post • long term sickness absences (Contributing to overspend.)	Cover by reallocaton of resources within CYPS and corporate in-year support	Paul Nixon	AD Finance Penny Yeadon CYPLT			CYPLT Executive Members	
	Use of agency staff to provide supernumerary cover where • increase in referrals is exceptionally high and requires urgent response • newly qualified Social Workers are taking up permanent appointments and cannot undertake full caseloads. (Contributing to overspend.)							
	For work to increase lower cost alternatives to use of agency staff, see 1.4. These measures will help to stabilise costs and to reduce unit costs of urgent staff supply.	(see item 1.4)	Paul Nixon	Penny Yeadon			CYPLT	

3.4: Child Placement Cost Drivers					CYPP Objective		CYPP Addition	
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
	Child Placement Cost Drivers being actively managed and monitored by DCS, AD Finance, AD CSC, Child Placement Panel. To be maintained.		AD (CSC) AD (Finance CYPS)	All General Managers (CSC)				
	Child Placement Cost Drivers being actively managed and monitored • in-house Fostering • Family Friend Fostering • Independent Fostering • External Provision (Emotional/Behavioural Needs) • External Provision (Children with Disabilities) • Special Guardianships • Other Placements. (All contributors to overspend.)	Detailed analysis undertaken of current costs & trends. Additional provision already agreed as a priority for 2010/11 MTFS but proportion of additional resources likely to be 'released' on an 'as needed' basis rather than built into core placement budget.	AD (CSC) AD (Finance CYPS)	All General Managers (CSC)			CYPLT (monthly) Executive Members (CYPS) (monthly) Executive (quarterly)	
	Strategies to prevent need for children to be placed in care: • see CYPP To be maintained. This will help to contain costs and prevent increased placement acceleration.							
	Strategies to enhance locally based care options: • see CYPP To be maintained. This will help to maintain local links for children and to prevent unit costs of care from rising other than where required to meet complex needs.							

3.5: Forward Financial Planning				CYPP Objective		CYPP Addition	

Lead Body	Key Actions Summary (with end date)	Resources	Lead Officer	Key Partners	Accounting for Progress	
					Milestones	**Reporting Process**
	Planning to take account of • significantly increased numbers of referrals • increased incidence and complexity of Child Protection and Care Proceedings • worsening economic circumstances which impact on most vulnerable children 2008/9, 2009/10. • Modelling work to inform projections for staffing and placements 2010/11 and beyond.	Work already underway with detailed model supporting 2010/11 MTFS projections (also see 3.4 above)	AD (Finance CYPS)	AD (CSC) David O'Brien		DCS CYPLT Executive Members (CYPS)
	Measures to: • stabilise ICS and maximise efficient processing of work (1.1, 1.2) • improve timeliness of assessments (1.3) • maximise Social Worker staffing supply (1.4) • continue to develop and support alternatives to Care (3.4) • continue to develop and support local Care options (3.4) to ensure lowest achievable unit costs for further increases in staffing or placements.	Additional resources allocated in current year to be supplemented by priority bid for provisions for social care staffing in 2010/11 MTFS. Growth in 2010/11 to be used to reduce impact of increased referrals, secure range of placements and maximise use of in-house fostering, etc	AD (CSC)	CYPLT	Corporate planning cycle for Medium Term Financial Strategy 2010/11. See below	DCS Executive Members (CYPS) Children's Trust LSCB
	Prepare growth bid to increase recurring resources for Assessment and Safeguarding staffing and Child Placement budget for 2010/11. Inform bid by modelling variable resource needs to take account of different projected patterns of demand. **October 2009**	MTFS 2010/11 and subsequent years.	DCS	AD (Finance CYPS) CYPLT Assistant Chief Exec	Bid prepared & accepted as a priority (see 3.4 above). Other growth priorities in CYPS removed from MTFS to assist in funding	Chief Executive Executive Members (CYPS) Executive Full Council
	Further review of all CYPS base budgets as part of MTFS and Efficiency (VFM) programme to assess any further potential for re-prioritisation to CSC.	Ongoing exercise to contain spending within available resources	DCS	CYPLT	CCM and VFM Plan monitoring reports – monthly.	Chief Executive Executive Members (CYPS) Executive

3.5: Forward Financial Planning					CYPP Objective		CYPP Addition	
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**			
					Milestones		**Reporting Process**	
	Growth bid to be considered corporately, alongside Council-wide growth bids and savings requirements, under MTFS procedures. • Initial consideration by Management Board 13.10.09 • Initial consideration by informal Executive 20.10.09 • National Finance Settlement (provisional) 1.12.09 • Further consideration by Informal Executive 1.12.09 • Workshop for all Members of Council 9.12.09 • Further consideration by Informal Executive 15.12.09 • Formal Executive make MTFS recommendations 22.12.09 • Corporate Budget Consultation 12.1.10-1.2.10 • Workshop for all Members of Council 9.2.10 • County Council determines MTFS 17.2.10	Existing Resources	Chief Exec Corporate Director (Financial Services) DCS	AD (Finance CYPS) CYPLT Assistant Chief Executive	County Council Budget meeting, 17.2.2010		Executive Members Executive Full Council Children's Trust Board	

OFSTED RECOMMENDATION 4	Improve consistency in the quality and timeliness of assessments and child protection investigations						
WAY FORWARD:					CYPP Objective		CYPP Addition
Lead Body	Key Actions Summary (with end date)	Resources	Lead Officer	Key Partners	Accounting for Progress		
					Milestones	Reporting Process	
	See (3) (4) and (5) under Recommendation 1 above						

OFSTED RECOMMENDATION 5:	Develop policy, procedure and practice to ensure effective arrangements are in place to support the transition to adult services for looked after children with learning difficulties and / or disabilities					
WAY FORWARD:					CYPP Objective	CYPP Addition

Lead Body	Key Actions Summary (with end date)	Resources	Lead Officer	Key Partners	Accounting for Progress	
					Milestones	**Reporting Process**
NYCC	Implement the Year 2 priorities in the LDD strategy ensuring that the specific requirements relating to Looked After Children are addressed.	Existing	Andrew Terry	David Molesworth LDD Strategy Group	Progress reports January and March 2010	Children's Trust Board
	Transition Planning Group to develop an Action Plan identifying objectives and improvement.	Transition Planning Group	Andrew Terry	ACS PCT Vol Sec	Progress report December 2009	LDD Strategy Group Children's Trust Board
	Development of transition pathway identifying multi-agency service responsibilities.		Andrew Terry	LDD Strategy Group Adult & Community Services	As above	As above

OFSTED RECOMMENDATION 6:	Improve the effectiveness of elected members in their role as corporate parents to support the improvement of outcomes for looked after children					
WAY FORWARD:					CYPP Objective	CYPP Addition
Lead Body	**Key Actions Summary (with end date)**	**Resources**	**Lead Officer**	**Key Partners**	**Accounting for Progress**	
					Milestones	**Reporting Process**
NYCC	Secure the position and status of the Corporate Parenting Group by recognising it within the Constitution of the County Council as part of the scheduled review in 2010. **By February 2010.**	Existing resources	Chief Executive	Democratic Services	Constitution for NYCC amended.	County Council
	Develop a formal policy on Corporate Parenting to ensure that there are clearly defined objectives, accountabilities and performance priorities. **By February 2010.**	Existing resources	Stephanie Bratcher	Paul Nixon	Policy agreed by County Council in February 2010.	Lead Member for CYPS
	Ensure the Corporate Parenting Group has a forward plan for its activities annually so that these can be coordinated, as appropriate, with the work of other groups interested in Looked After Children (eg Scrutiny Committee, Multi-Agency Looked After Children Panel, Young People's Council). **By February 2010.**	Existing resources	Stephanie Bratcher	Paul Nixon David Molesworth		Lead Member for CYPS Young People's Overview and Scrutiny Committee
	A bespoke programme of support and training is delivered to elected members to enable them to fully implement their Corporate Parenting responsibilities.	Existing resources	Learning and Development Team	Stephanie Bratcher Paul Nixon	Corporate training events for all Members October/ November 2009. Targeted training programme October 2009-May 2010.	
	Regular reports to the Corporate Parenting Group providing information and data on LAC service performance, the work of the Young People's Council and MALAP is embedded in reporting cycles.	Existing resources	Paul Nixon	Stephanie Bratcher David Molesworth David O'Brien	Quarterly monitoring reports.	As above
	The role of Corporate Parenting Group has a raised profile within the council with established mechanisms for regular reporting to Scrutiny Committee and full Council	Existing resources	Stephanie Bratcher	Elected Members Paul Nixon	Annual or half yearly reports.	As above

OFSTED RECOMMENDATION 6:	Improve the effectiveness of elected members in their role as corporate parents to support the improvement of outcomes for looked after children					
WAY FORWARD:				CYPP Objective		CYPP Addition
Lead Body	Key Actions Summary (with end date)	Resources	Lead Officer	Key Partners	Accounting for Progress	
					Milestones	Reporting Process
	A specific Action plan and set of outcome targets be developed for the Corporate Parenting Group in order that it can measure impact for LAC over time.	Existing resources	Stephanie Bratcher	Paul Nixon David O'Brien	As above, with progress measures for 2010/11 onwards.	As above
	Establish working links between Elected Members of NYCC and members of PCT Board.	Existing resources	Director	Elected Members	Meeting re Strategic Priorities re Children's Health, including LAC, **early 2010**	As above and Children's Trust

OFSTED RECOMMENDATION 7:	Develop a joint strategy between the county council and the PCT for the delivery of physical, general and mental health services for looked after children					
WAY FORWARD:				**CYPP Objective**		**CYPP Addition**

Lead Body	Key Actions Summary (with end date)	Resources	Lead Officer	Key Partners	Accounting for Progress	
					Milestones	**Reporting Process**
NYCC	Establish baseline of current NHS provision for LAC, including mapping variations across PCT area.	PCT resources increased as appropriate through reprioritisation to address inspection findings and local priorities for LAC.	Deputy Chief Executive (NYYPCT) Director CYPS	Gareth Whiles (NYYPCT) Paul Nixon Andrew Terry David Molesworth	Draft joint strategy to be considered by Children's Trust Board, January 2010.	Children's Trust Board NYYPCT Board Executive Members Young People's Overview and Scrutiny Committee Corporate Parenting Group
	Establish comparator position in region and with Statistical Neighbours (as far as NHS data permits).					
	Agree priorities for service improvements, taking account of young people's careers' and caseworkers' views as well as current objective performance measures and service mapping (gap analysis).					
	Develop proposals to address issues of sufficiency, consistency/equity and quality across County. Seek integrated solutions where possible.					
	Agree approach to commissioning services.					
	Improve recording, reporting and exchange of information about service needs, availability and take up for performance monitoring and reporting.					

WITHIN SIX MONTHS

OFSTED RECOMMENDATION 8	Conduct further analysis of the increased numbers of children subject to a Child Protection Plan for more than two years, and the increased percentage of children subject to a Child Protection Plan for a second or subsequent time.					
WAY FORWARD:					**CYPP Objective**	**CYPP Addition**

Lead Body	Key Actions Summary (with end date)	Resources	Lead Officer	Key Partners	Accounting for Progress	
					Milestones	**Reporting Process**
LSCB NYCC	LSCB to lead and coordinate a multi agency audit of children's cases where children have been subject to a Child Protection Plan for more than two years	Existing	LSCB Manager	Paul Nixon General Managers P & O Team	Audit report produced by February 2010.	LSCB CYPLT
	LSCB to lead and coordinate a multi agency audit of children's cases where children have been subject to a child protection plan for a second time.	Existing	LSCB Manager	As above	Audit report produced by February 2010.	LSCB CYPLT
	Review operational standards and procedures within IRO service including mechanisms for challenge and support for IROs. This review should focus on identifying any variations in local practices and application of threshold criteria for entry to and exit from Child Protection system.	Existing	Paul Nixon	General Managers IRO Managers LSCB Audit Group	Initial report to AD (CSC) and Director by end January 2010.	CYPLT LSCB

SUPPORTING PLANS		
Action Ref	**CYPP Reference**	**Supporting Plan/Additional Information**