

**NORTH YORKSHIRE COUNTY COUNCIL****YOUNG PEOPLES OVERVIEW AND SCRUTINY COMMITTEE****10<sup>th</sup> June 2011****Cover Report - Safeguarding Children Improvement Plan****1.0 Purpose of Report**

- To ask Members of the Young Peoples Overview & Scrutiny Committee to note the information in this report and the Improvement Plan Monitor (dated October 2010) attached at Annex A.

**2.0 Background**

At the last meeting Members of the Committee requested an update and briefing in relation to the Children & Young Peoples Improvement Plan to improve the delivery of services and safeguard children in North Yorkshire.

Since the Ofsted Inspection in 2009 of safeguarding arrangements and services for looked after children in North Yorkshire and the Post Inspection Action Plan the Young Peoples Overview & Scrutiny Committee has received regular briefings and monitored performance against the Post Inspection Action Plan. Although the last briefing was in November 2010 Members have continued to maintain safeguarding as a priority area throughout their Work Programme.

At the November Committee Meeting the report on the Improvement Plan was introduced by Judith Hay, (Assistant Director, Children's Social Care) who explained that the purpose and focus of the Improvement Plan underpinned and detailed the different areas of work; looked at developing a coherent management framework; consolidated improvements already made and drew together a number of good areas of work so benefits were optimised.

The Assistant Director from Children's Social Care will cover a number of areas during her presentation and Members can expect to be informed about improved performance; Ofsted Inspections; the draft Children and Young Peoples Plan and Professor Munro's final report on the Review of Children Protection.

Members will have every opportunity to ask questions and hand-outs of the presentation will be tabled on the day.

**3.0 Recommendation**

- 3.1 Members of the Committee are requested to note the information in this report and the Improvement Plan Monitor attached at Annex A.

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Date: 2<sup>nd</sup> June 2011

Background Documents: None

Annexes: Annex A

**CSC Improvement Plan Monitor - October 2010**

<b>ISSUE</b>	<b>ACTION REQUIRED</b>	<b>LEAD</b>	<b>Outcomes</b>	<b>BY WHEN</b>	<b>Evidence of Progress</b>	<b>Further Action</b>
<b>1. Continue the drive towards consistency of management and practice within an accountable management structure</b>	<b>1.1</b> Review management structure of CSC – ensuring most appropriate management structure to enable clear accountability (see also MTFS)	JH	A cost effective & accountable management structure  Focus on quality of work in core business(including ensuring that all referrals and cases are allocated & work prioritised)	Apr 2011		
	<b>1.2</b> Draw together policies and practice guidance etc into a cohesive framework of strategy, policy and procedure	JD		Jan 2011		
	<b>1.3</b> Develop a system for ensuring national changes and developments are considered and appropriately integrated	JD	Policy and procedure kept up to date		Oct 2011	
	<b>1.4</b> Evaluate current pilots and individual ways of working in geographical areas and develop greater consistency of service delivery	JN	Consistent service delivery		Jan 2011	
	<b>1.5</b> Plan implementation of evaluated & agreed ways of working & plan exit from others	JN	As above		As above	
	<b>1.6</b> Embed, & establish a	AT	As above		Nov 2010	

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	<p>systematic review, of business process maps and practice guidance</p> <p><b>1.7</b> Embed Working Together action</p> <p><b>1.8</b> Establish a process of reflective practice and supervision</p> <p><b>1.9</b> Establish a system that ensures recommendations from SCRs, inspections, audits etc are routinely complied with</p> <p><b>1.10</b> Ensure compliance with PIs &amp; targets in particular the timeliness &amp; quality of assessments, child protection enquiries, LAC &amp; CP reviews etc</p> <p><b>1.11</b> Establish a system of audit &amp; regular reporting to the AD by the IRO service as part of their QA role</p> <p><b>1.12</b> Develop systems to ensure that children's needs are fully assessed prior to</p>	<p>JN</p> <p>JN</p> <p>GMs</p> <p>Op GMs</p> <p>JD</p> <p>JN</p>	<p>Ensure practice reflects national policy &amp; guidance</p> <p>Integration of good working practices</p> <p>Consistent service delivery</p> <p>Consistent service delivery &amp; safe working practices</p> <p>Robust informed challenge to ensure good working practices</p> <p>Integrate good working practices</p> <p>Appropriate support to children &amp; young people</p>	<p>Dec 2010</p> <p>Dec 2010</p> <p>Oct 2010</p> <p>Oct 2010</p> <p>Oct 2010</p> <p>Dec 2010</p>		

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	<p>becoming LAC</p> <p><b>1.13</b> Develop systems to ensure that resources are accessible and used effectively to support young people at home</p> <p><b>1.14</b> Implement a pro-active resource management panel to screen prior to children becoming Looked After</p> <p><b>1.15</b> Develop a commissioning strategy and a placement strategy to pro-actively provide cost effective placements to meet need</p> <p><b>1.16</b> Develop a system to identify appropriate placements to meet the assessed needs of children &amp; young people who need to be looked after</p> <p><b>1.17</b> Identify information available from other local authorities re. good practice e.g. Lincolnshire (Outstanding Ofsted inspection) in improving practice &amp; management</p> <p><b>1.18</b> Develop a process for</p>	<p>JN</p> <p>JH</p> <p>JD</p> <p>AS</p> <p>JD</p> <p>JN</p>	<p>Effective gatekeeping &amp; consistency of service</p> <p>Planned management of the market</p> <p>Pro-active management of availability of placements</p> <p>Assisting in planning for success</p> <p>Moving towards providing families with single assessment processes</p>	<p>Dec 2010</p> <p>Nov 2010</p> <p>Apr 2011</p> <p>Mar 2011</p> <p>Dec 2010</p> <p>Apr 2011</p>		

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	<p>integrated assessments for looked after children &amp; children with disabilities – initially education &amp; social care</p> <p><b>1.19</b> Review progress of Aiming High &amp; link with LDD strategy as it develops</p> <p><b>1.20</b> Review EDT to ensure a safe &amp; reliable service</p> <p><b>1.21</b> Review interface between CSC &amp; LSCB</p>	<p>KP</p> <p>JN</p> <p>JH</p>	<p>Assist in planning for LDD service</p> <p>Consistent service delivery and safe working practices</p> <p>Ensure appropriate arrangements in place</p>	<p>Dec 2010</p> <p>Nov 2010</p> <p>Dec 2010</p>		
<p><b>2. Re-establish &amp; further develop a performance management culture</b></p>	<p>Develop a performance management framework:</p> <p>Draw together existing work and establish an overall framework of managing performance and quality assurance:</p> <ul style="list-style-type: none"> <li>Complete and embed the performance model planning cycle (SAPs &amp; TAPs linked with this &amp; future CSC plan as part of C&amp;YP Planning.</li> </ul>	<p>JH, JN, DO'B</p> <p>AT/ GMs</p> <p>DO'B &amp;</p>	<p>The provision of cost effective, efficient services that meet the needs of children and families within the framework of regulation and guidance.</p> <p>Managers pro-actively manage continuous improvement based on accurate and timely information</p>	<p>Dec 2010</p>		

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	<ul style="list-style-type: none"> <li>• Link performance management with SMT on monthly basis – combining data &amp; explanatory narrative</li> <li>• Instigate systematic policy &amp; procedure review with identified leads</li> <li>• Instigate systematic audit of practice against agreed standards</li> <li>• Instigate systematic audit of supervision against agreed standards appropriate to level of experience</li> <li>• Ensure reliable data is provided to managers at all levels to enable interrogation and systematic improvement</li> <li>• Ensure that managers address poor performance in timeliness of assessments &amp; focus on</li> </ul>	<p>GMs</p> <p>JD</p> <p>JD</p> <p>JD</p> <p>DO'B/ GMs</p> <p>JN &amp; GMs</p>				

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	achieving targeted outcomes					
<b>3. Embed accountable financial management</b>	<b>3.1</b> Instigate financial management board meetings as part of SMT	JH & AH	Pro-active oversight of the management of the budget	Oct 2010		
	<b>3.2</b> Implement processes that ensure pro-active management within budget	GMs	Pro-active management of the budget	Nov 2010		
	<b>3.3</b> Identify and ensure clear functional accountability and management of staffing budgets	JH & AH	Pro-active management of the budget	Oct 2010		
	<b>3.4</b> Review & revise budget headings to enable better/more accountable management	JH & AH	Clear management accountabilities	Oct 2010		
	<b>3.5</b> Take remedial action to ensure a balanced budget	JH	A balanced budget	Mar 2011		
<b>4. Delivery of MTFS change programme</b>	<b>4.1</b> Transformation of delivery of CSC (including considering different ways of working on individual cases e.g. Hackney model) MTFS Project 2. See also 1.1	JH	Optimal resource management	Apr 2011		
	<b>4.2</b> Review of premises & consideration of co-location -	CB, JH	Optimal resource management	Jan 2011		

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	<p>MTFS Project 2</p> <p><b>4.3</b> Continue work on placement commissioning and budget management (see also objective 1) – MTFS Project 8</p> <p><b>4.4</b> Working jointly across CYPLT in developing and implementing the LDD strategy – MTFS Project 17</p>	<p>JH</p> <p>JH, KP</p>	<p>Improved management of placement costs</p> <p>Integrated services for children &amp; families</p>	<p>Nov 2010</p> <p>Apr 2011</p>		
<p><b>5. Embedding clarity of levels of need</b></p>	<p><b>5.1</b> Clarify internally the level of need for access to CSC services</p> <p><b>5.2</b> Continue to work jointly with IS to keep a flexible boundary that ensures accessibility of appropriate services</p> <p><b>5.3</b> Continue to work jointly with other section of CYPS to ensure appropriate access to services</p> <p><b>5.4</b> Work with health, police and other partners to ensure clarity of service access especially as partners</p>	<p>JN</p> <p>JN, MM, AC</p> <p>JN, MM, AC</p> <p>JH</p>	<p>Clear pathways &amp; access to appropriate service levels</p> <p>Clear pathways &amp; access to appropriate service levels</p> <p>Clear pathways &amp; access to appropriate services</p> <p>Access to appropriate services understood by partners</p>	<p>Oct 2010</p> <p>Dec 2010</p> <p>Dec 2010</p> <p>Feb 2011</p>		



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	structures change					
<b>6. Ensure full ICS recovery &amp; continue implementation to achieve optimum benefit</b>	<b>6.1</b> Complete improvement to functionality <b>6.2</b> Maintain timely upgrades <b>6.3</b> Embed use in frontline practice – matching improvements in practice and performance management <b>6.4</b> Ensuring appropriate training plans for existing and new staff <b>6.5</b> Ensuring accuracy of data <b>6.6</b> Run case amnesty2 and stand down parallel spreadsheets <b>6.7</b> Optimising use of management information <b>6.9</b> Ensuring resilience of system <b>6.9</b> Ensuring compliance with timescales and the system <b>6.10</b> Embedding quality social work within the electronic system	AT  RI  AT, JN  AT  DO'B AT  JN RI  JN  JN	Recovery plans completed, plans moved to continuing development and maintenance with the electronic system functioning well & assisting in consistency of good working practices	April 2011		

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	<p><b>6.11</b> Implement use of data to interrogate quality at all levels of management</p> <p><b>6.12</b> Implement Adoption Module when it is evidenced that the product will add value and can be implemented without cost</p> <p><b>6.13</b> Implement Short Breaks functionality when it is evidenced that the product will add value and can be implemented without cost</p>	<p>AT</p> <p>AT</p> <p>AT</p>				
<p><b>7. Ensure workforce development plans are appropriate and implemented effectively</b></p>	<p><b>7.1</b> Draw together work already in progress and Implement a social worker and management recruitment and retention strategy</p> <p><b>7.2</b> Ensure vacancies are promptly recruited to &amp; minimise need for agency staff or to prevent decline in service</p> <p><b>7.3</b> Develop a formal process for transfer/secondment arrangements for staff</p> <p><b>7.4</b> Review family support</p>	<p>JN, PY</p> <p>JN, PY</p> <p>MS &amp; JN</p>	<p>Pro-active management of social worker workforce to ensure optimum capacity in the short, medium and longer term</p> <p>As above</p> <p>An agreed policy as part of retention arrangements</p> <p>An appropriate fit to support</p>	<p>Jan 2011</p> <p>Continuous</p> <p>Dec 2010</p>		

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	<p>worker roles to ensure appropriate fit to support social worker roles and achieve optimum value</p> <p><b>7.5</b> Ensure training plans are linked to the improvement plan and provide appropriate skill development at all levels to optimise retention of experienced staff</p> <p><b>7.6</b> Ensure training is able to respond to need and function well within a centralised system</p> <p><b>7.7</b> Ensure analysis and professional decision making as part of assessment is a priority in the training plan</p> <p><b>7.8</b> Ensure that reflective practice &amp; supervision are training priorities</p> <p><b>7.9</b> Ensure that training in financial management is planned for all budget holders</p> <p><b>7.10</b> Identify opportunities for retraining and skill development when reconfiguring services</p>	<p>JN</p> <p>JD &amp; JN</p> <p>JD</p> <p>JD</p> <p>JD</p> <p>JH &amp; AH</p> <p>JH</p>	<p>social worker roles, achieve optimum value &amp; cover current gaps in services</p> <p>Training matches service need &amp; staff development needs</p> <p>No loss of focus and effectiveness</p> <p>Identified urgent priority responded to</p> <p>As above</p> <p>Better accountability for budget management</p> <p>Staff to be given opportunities to develop to meet the needs of a reconfigured service</p>	<p>Dec 2010</p> <p>Jan 2011</p> <p>Apr 2011</p> <p>Oct 2010</p> <p>Oct 2010</p> <p>Oct 2010</p> <p>Ongoing</p>		

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