

Annex 1

Children's Specialist Services

Single Development and Improvement Plan

Version: 3 (08/12/14)

Children's Specialist Services – Single Development and Improvement Plan

Leadership & Governance

Item	Action	Where are we now?	What still needs to be done?	Sponsor / Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
LG1	Ensure elected Members and CMT demonstrate a commitment to, and understanding of, Children's Social Care	There is a good level of knowledge, engagement and challenge from CMT and elected Members	<p>Implement a programme of pre-council safeguarding information briefings from January 2015</p> <p>Strengthen the role of the Corporate Parenting Board with a particular focus on its promotion and challenge functions in relation to the care of looked after children</p> <p>Consider whether the Corporate Parenting Board needs to be a public meeting</p>	Eoin Rush	Review January 2015	<p>Biannual report to L&C, O&S committees by Assistant Director Children's Specialist Services (CSS)</p> <p>Regular CSS reports to CMT</p> <p>Quarterly update reports for the Corporate Parenting Board</p>	<p>Currently no overall control of council</p> <p>Need to induct Members newly appointed to committees</p>	1
LG2	Regularly provide safeguarding updates for all Members/scrutiny / private cabinet/DMT	Achieved/Ongoing	Clarify and refresh the data and oversight elected Members should have in light of the findings of the Home Affairs Select Committee on CSE	Eoin Rush		<p>See above</p> <p>Assistant Director, Children's Specialist Services, meets weekly with Cabinet Member for Children, and at least bi-annually with the opposition portfolio holders</p>	Updates need to be provided to a wider range of Members (not just the Cabinet Member for Children)	1

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LG3	Review, refresh and further strengthen corporate parenting arrangements to secure the best possible outcomes for Looked After Children	A strategic MALAP group is leading on the development of the next Strategy for Looked After Children 2015/17	<p>The current strategy remains relevant and appropriate and its implementation is overseen by a well-functioning MALAP</p> <p>However, the revised strategy for 2015/17 will seek to radically change the LA and its partners' approach to the care and support for those children on the edge of, and in, public care</p>	Eoin Rush/ Howard Lovelady	<p>Meeting of MALAP Executive with Chief Executive and DCS January 2015</p> <p>Draft Strategy produced February 2015</p> <p>Final Strategy sign off and publication March 2015</p>	<p>Minutes of MALAP Executive</p> <p>Strategy for Looked After Children published</p>	Capacity to coordinate and develop strategy	1
LG4	Support Member visits to the Glen and Wenlock (including DBS checks)	<p>Effective Member visits take place at the Glen</p> <p>Although Members have no unsupervised contact or access to the children / young people placed there, it has been agreed that, due to the nature of their role, they should undergo an enhanced DBS check</p>	<p>The cabinet member for children will raise this proposal with those Members currently visiting The Glen</p> <p>A revised Members record of visit template is to be developed and the outcome of each visit recorded and shared with the Corporate Parenting Board</p>	Eoin Rush/ Howard Lovelady	<p>Checks completed by January 2014</p> <p>New recording template in use by March 2015</p>	<p>DBS1s logged with HR</p> <p>Corporate Parenting Board confirms regular receipt of reports and responds to any findings</p>		

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LG5	Develop effective cross border working with North Yorkshire and East Riding LAs,	<p>Strong cross-boarder relationships with both LAs</p> <p>Specific work-streams include:</p> <p>With NYCC: Shared child sexual exploitation strategic working group</p> <p>Joint working group on Children who Sexually Harm</p> <p>Newly established joint Assistant Director/ Heads of Service meetings to look at other key areas for collaboration</p> <p>With East Riding: Joint review of Short Breaks Provision</p>	Building on the strong relationships at DCS, Assistant Director and Heads of Service levels between the three LAs, a more comprehensive work plan for collaboration, shared services and cross-authority QA and benchmarking is to be developed.	Jon Stonehouse/ Eoin Rush/Dot Evans	<p>This work is ongoing however, specific timelines for current work include:</p> <p>Refreshed cross County / City CSE Strategic group established for November 2014</p> <p>Children Who Sexually Harm arrangements confirmed at CYSCB January 2015</p> <p>Revised Short Breaks Strategy with Eoin Rush by April 2015</p>	<p>CSE – agreed definitions with York and North Yorkshire</p> <p>Sexually Harmful Behaviour Strategy in place</p> <p>Chief Officer Meeting including CYC / NYCC / NYP and Independent Chairs convened 17th October 2014¹</p> <p>Short Breaks – generating income – 2 young people from out of authority placed at the Glen</p>		5

¹ Minutes from Will B

Item	Action	Where are we now?	What still needs to be done?	Sponsor / Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
LG6	Work with the independent chair of the LSCB to ensure the LSCB makes progress against the recommendations in the Peer Challenge	<p>A new CYSCB Independent Chair was appointed in December 2013 in response to the East Riding Peer Challenge</p> <p>Work to develop the following areas is now well underway, including;</p> <ul style="list-style-type: none"> Performance Management Framework Participation Communication Strategy Business Plan development <p>A CYSCB Development Day was held on 22nd October to review the governance, support infrastructure and future vision of the Board</p>	<p>Independently facilitated this event will seek to clarify the preferred operating model for the LSCB going forward.</p> <p>The new model will recognise the very significant progress on those areas identified for further improvement by the Peer Challenge</p>	Jon Stonehouse/ Eoin Rush	Product of CYSCB Development Day published December 2014 ²	A further review of the LSCB in March 2015 finds that it is functioning as at least 'Good' against the Ofsted grade descriptors	Pace of change	7
LG7	Ensure current structures/delivery models continue to function well and are future proofed against predictable	Self audit, regional peer challenge and current performance monitoring indicate current strong performance across CSS	The revised CSC structure implemented to support the Vision needs to be consolidated as part of the wider CSES	Eoin Rush/Dot Evans	Review of CSC Vision by Jan 15 New CSC Structures secured by	Ofsted Inspection confirms CSC arrangements as at least 'good'	There are a number of interim arrangements in place. These need to be	6

² Copy of development day outputs from Simon Westwood

Item	Action	Where are we now?	What still needs to be done?	Sponsor / Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
	challenges associated with policy, finance and demographic changes	The implementation of the CSC Vision is supported by a clear development plan	<p>and City of York Transformation Programme.</p> <p>Agreement in principle to this model was given at the CSES development day and arrangements to complete this work are now underway</p> <p>Research and analysis to consider the likely growing demand for services in line with expected population growth (including Armed Forces Families) is planned for January 2015</p> <p>All staff survey planned for January 2015</p>		<p>Feb 15</p> <p>Sufficiency survey due for completion March15.</p>		<p>confirmed to secure the new model</p> <p>Budget</p>	
LG8	Review the structure of the Health & Disability Service	<p>This work has started and is informed by the Children and Families Act 2014, the Care Act 2014 and the Local Authority's significantly developed local offer</p> <p>This service is being reconfigured to ensure that there is a strong</p>	<p>Transitional arrangements are in place with shared oversight by Head of Safeguarding and Head of SEND. A PID is currently being developed as part of a wider CSES restructure to map out the future more</p>	Dot Evans/Jess Haslam	March 15	<p>Refreshed pathways for children with additional needs published [including disabled children and children with emotional and mental health needs]</p> <p>Disabled child/young people and their parents and carers report a</p>		

Item	Action	Where are we now?	What still needs to be done?	Sponsor / Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
		key worker offer to all disabled children	permanent arrangements.			positive experience of effective and well coordinated MSPs and EHCPs ³		
LG9	Evaluate the CIN Service	<p>This work has been completed with a presentation to DMT⁴</p> <p>DMT has agreed that the model is both effective and safe</p>	<p>This carefully evaluated service will now be confirmed as a key element of the CSC offer for the city</p> <p>Those posts currently filled on a temporary basis will now be confirmed</p>	Dot Evans/ Mark Mirfin	February 2015	An ongoing audit of CIN plans continues to demonstrate SMART effective interventions		
LG10	As part of the wider Regional CSWLG development work explore MASH models and consider development in York	<p>York currently operates a co-located CRU model with NYP. This model is not intended as a MASH; instead it has been implemented to ensure effective information sharing and timely joint planning</p> <p>However, as the chair and host for the Regional Childrens Social Work Leadership Group, York is currently leading on a Y&H review of 'MASH' arrangements. This work will develop</p>	<p>Each LA in the Y&H has completed a short description of their current front door or MASH arrangement⁵.</p> <p>This material will be analysed to identify some key strengths and gaps across each model and a small AD Task and Finish group will present some initial findings to the wider Y&H group</p>	Eoin Rush/Rob Mayall	Spring 2015	There is a clear shared understanding of the respective front door arrangements across the Y&H region with an agreed regional development plan.		

³ Link to work with Anne Gross DfE – lead SEND

⁴ Copy of Mark / Dot's evaluation report to DMT

⁵ Add copy to evidence library

Item	Action	Where are we now?	What still needs to be done?	Sponsor / Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
		some proposals for a Y&H MASH model and York will be an early adopter of any such developments						
LG11	Ensure the Annual Complaints report is used to inform future practice	The current reporting arrangements for the annual complaints process can make it difficult to easily isolate beyond some headlines the detailed messages for practice. However, significant work has been completed to ensure that even within the current limitations no important lessons are missed	Work is underway between the Policy Advisor CSC and the Complaints team to sharpen up the reporting both in terms of detail and timeliness. This issue will come back to CSES DMT in January 2015 for review	Cath Murray/Nik Flavell	Review in January 2015	A more detailed annual report setting out the detail and nature of complaints is available in advance of the CSES annual service planning cycle to inform practice	Currently, there is no annual complaints report. This will be required by Ofsted when they undertake an inspection	5

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Quality of Practice

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
QP1	Ensure effective supervision is undertaken in line with the Supervision Policy	Supervision activity is carefully monitored and reported to Lead Member / IC of LSCB / DCS on a 1/4ly basis. This audit activity confirms that regularly and timely supervision is provided to all front line staff. ⁶	A further programme of observed supervisions (by senior managers) is planned to ensure a consistent approach and quality is applied. Programme of annual audits continue. Staff survey on supervision to be undertaken by Nik Flavell and Donna Barnes	Eoin Rush	Observed supervisions by end January 2015 and then annually	Confirmation through audit and observation that high quality and consistent supervision is provided to all front line staff.		3
QP2	Further improve the timeliness of health assessments for Looked After Children, including those whose placement address is outside the city boundary	The timeliness of health assessments continues to improve This work is a key priority for the strategic MALAP and work is underway to create a new more personalised health surveillance pathway for all Looked After Children as part of	Joint Health / LA summit meeting on approach	Dr Barbara Stewart /Howard Lovelady	April 2015	Timeliness of health assessments is 100% Young people report that their experience of health assessments is positive and meaningful The number of		1

⁶ Copies in evidence library

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
		the refreshed Looked After Children's Strategy				young people declining a health assessment significantly decreases [target to be set]		
QP3	Ensure all cases have relevant issues of diversity recorded on RAISE, including ethnicity	This action is complete ⁷	Work is planned to support more confident practice around issues of diversity especially across the safeguarding services Increase workforce confidence – WDU conference for staff in February 2015	Dot Evans/Nik Flavell	February 2015	What percentage of ethnicity is recorded on RAISE? Case file audits demonstrate clearly how issues of diversity are considered and addressed in practice		5
QP4	Clarify and embed missing protocols	The Children Missing Education Protocol has been significantly revised and updated to ensure that this process quickly spots and tracks the most vulnerable children and young people		Eoin Rush/ Mark Smith		The audit process built into the new protocol demonstrates that children missing education are quickly reported/spotted and, where appropriate, tracked		7
		The Children Missing Care Protocol is scheduled for review in January 2015	Review	Howard Lovelady	February 2015	Review confirms effectiveness / weaknesses and recommends improvements	No updated protocol produced yet	

⁷ Provide snapshot figure on capture as at end October

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
		The Missing Children Protocol is scheduled for review in February 2015 [Note an early review of how this protocol is currently working will be completed by the CSA&E group]	Review	Dot Evans	February 2015	Review confirms effectiveness / weaknesses and recommends improvements	No updated protocol produced yet	
QP5	Improve information sharing in respect of vulnerable children, including the use of health data	New clarified process for operation of Advice Service	This work is closely linked to a review of CSC protocol for sharing intelligence with NYP – robust interim arrangements in place	Dot Evans/Judy Kent/Tara Vickers	January 2015	CMT short storyboard prepared		4
QP6	Improve the quality of referrals to the Front Door	Initial work completed with the successful launch of the new multi-agency referral form ⁸	A small practitioner led piece of research into the effectiveness of this form has been agreed with a local primary school headteacher A wider review of the conversion from referral to assessment will also be used as a proxy indicator of the success of this form	Nik Flavell/Leslie Furnival	Research concluded March 2015	Research work highlights strengths and weaknesses of new form and process Audit confirms a high conversion rate from referral to assessment.	Potential reluctance by other agencies to use the form	4
QP7	Improve the quality of early help assessments	Following the Ofsted thematic inspection of Early Help arrangements the local authority	A review of the quality of early help assessments must be completed and reported to the LSCB in January 2015	Judy Kent/Alan Hodgson	January 2015	A review of the early help assessment undertaken confirms good		4

⁸ Form in evidence library

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
		receives copies of every Early Help assessment. This facilitates the analysis and QA of this work				planning linked to careful assessment		
QP8	Ensure practice is informed by national and local lessons learnt	A programme of dissemination is in place A staff newsletter has been published	A more systematic lessons learned dissemination process that captures impact on practice through subsequent case audit activity to be fully implemented Web-based information sharing is to be developed	Donna Barnes	March 2015	Clear evidence that lessons learned shape and influence local practice Arrangements are in place	Donna Barnes is currently covering a Service Manager role	5
QP9	Clarify Strategy discussion processes / attendance	Completed		Nik Flavell				5
QP10	Localise RAISE processes to fit with CSC practice and further improve exemplars on RAISE	Completed	This work not only supports significantly improved current practice but will also facilitate the effective migration to a new CMS that is currently being procured	Nik Flavell				5

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Workforce Development

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
WD1	Agree and implement a renewed directorate DBS/recheck policy	Completed	Monitoring systems across CSC trigger an alert if any DBS is out of date ⁹ – a similar trigger system for the wider CSES to be confirmed A similar monitoring process is in place for HCPC registrations	Nik Flavell / Sophie Draper	February 2015	Reporting confirms 100% DBS check compliance at all times Reporting confirms 100% HCPC registration compliance at all times.		2
WD2	Review the delivery and impact of the CSC Learning and Development Guide for Managers	The learning and Development Guide was issued alongside the Vision CSC	Undertake a staff survey around what difference the document has made to them Provide a report for CSES DMT on the impact of this document Re-launch the Learning and Development Guide for Managers	Chris Shipley	January 2015	Report highlights strengths and gaps in development programme		1

⁹ Copy of process from Nik F to evidence library

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
WD3	Review and evaluate the APSW project "Delivering the vision"	This work is underway although it has been temporarily halted while the Principal Social Worker covers another role	This work needs to be completed when the Principal Social Worker is restored to her substantive role	Dot Evans/Donna Barnes	March 2015	Role is confirmed as effective and supportive of overall Vision		6
WD4	Build and grow the robustness of frontline managers so that they can reinforce consistency and standards in relation to communication, processes, systems and practice	This work is ongoing and linked to the CSWIM regional development programme ¹⁰	Observed supervision sessions between front line managers and their reports will inform the further development programme for this group	Dot Evans	April 2015	Ofsted confirms arrangements as at least 'good' Staff survey confirms staff feel well supported and appropriately challenged		3
WD5	Continue to ensure that social workers who are suitably qualified and experienced in child care work are consistently available to deal with emergencies arising out of hours and at the weekend (EDT)	Some improvements in these arrangements have been achieved	Briefing note for DMT setting out an up to date appraisal of EDT arrangements ¹¹ Talk to EDT, North Yorkshire and staff in York Report back to DMT	Howard Lovelady	January 2015	DMT satisfied that EDT arrangements are sufficiently child focussed with the necessary knowledge and skills always available		2

¹⁰ Copy of recent CSWIM programme and CSC attendees to evidence library

¹¹ Date for HL to present to CSES DMT

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Performance Management

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
PM1	Embed the performance management culture and framework	Strong performance management process in place for senior and middle managers	Embed stronger performance management processes at front line Work in progress	Nik Flavell	March 2015	Linked to improved reporting capacity. SMs can give good account real time, to a detailed level, as to the overall and individual performance of their team	Insufficient frontline data to support management summary	3
PM2	Continue to monitor and report caseload allocation, supervision and auditing activity	Completed and ongoing	Support Lead Member / Independent Chair and other senior officers to make appropriate challenge on the data provided	Nik Flavell		A review of process presented to LSCB in April 2015 confirms monitoring processes are robust and driving performance improvements		6
PM3	Review the frequency of auditing, ensure senior managers undertake regular auditing activity and ensure findings inform practice	The Assistant Director, CSS, routinely reviews practice through operational involvement as Agency Decision Maker - adoption	This is an area for further development Policy advisor currently developing a template for Senior Manger screening and reporting Although this activity is currently in place a more systematic reporting and evaluation process is needed	Nik Flavell	January 2015	Quarterly senior manager aggregated audit report considered by CSES DMT and LSCB		5

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
PM4	Introduce "Distance Travelled" questionnaires for parents to "benchmark" before and after an intervention to assist in service design and development	This work is planned for Spring 2015	This work can be linked to a new accountability framework for allocation of SEN budget	Nik Flavell/Jess Haslam	March 2015	Clear measurement of progress / improvement in family life described against interventions made		5
PM5	Introduce Viewpoint for service users and ensure the voice of the child is heard and that this leads to service improvement			Nik Flavell / Niall McVicar				6

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Enablers

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge / Risk	Cross Reference
E1	Commission a new case management system	Tenders being reviewed	Award contract and implement	Eoin Rush/Alice Beckwith	December 2015	System live with improved practice recording		
E2	Develop a communications strategy and schedule for CSES	Extended DMT model established	Wider CSES information dissemination arrangements to be established	Jon Stonehouse	January 2015	Staff report a clear understanding of strategic priorities and arrangements for delivery		
E3	Apply for the Innovation Grant – Fostering ¹²	Completed	Awaiting Feedback – regardless of bid outcome the proposal will inform in 15/16 the radical over of fostering services for the City	Eoin Rush	Proposal to DMT January 2015	Bid unsuccessful but the Innovation Unit is continuing to support the proposal		

Cross Reference:

1. Children & Young People's Plan (2013)/DMT/Other
2. SLAC Inspection Action Plan (March 2012)
3. Peer Challenge R&A Arrangements (July 2014)
4. Thematic Review of Early Help Action Plan (January 2014)
5. CSC Practice Improvement Plan (February 2014)
6. CSC Vision Improvement Plan (2013/14)
7. LSCB Action Plan (September 2014)

¹² Copy of EOI to evidence library

Other Key Areas for Consideration

- Multi agency Auditing Arrangements
- Risk Assessment against the Single Safeguarding Development and Improvement Plan
- Cross reference other commissioning and development streams
- Establish a process to systematically identify and pursue any potential bidding / funding streams against work plan
- Agree how this plan is shared across the wider CSES group and with partners
- Cross check that this document includes / picks up any issues identified through the regional self assessment process
- Cross check this plan with HL's list of care leavers issues – against Ofsted judgement
- CAMHS – engage in CAMHS retendering exercise to ensure that the successful bidder's approach and offer aligns well with our local preventative strategy

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Review Date: 15 January 2015