

Kent Safeguarding and Looked After Children Improvement Plan

Putting Children First

Kent Safeguarding and Looked After Children Improvement Plan

Phase 2: September 2011 – February 2012

DRAFT



Appendix A

Kent Safeguarding and Looked After Children Improvement Plan

The Improvement Plan endorsed by the Kent Improvement Board in April 2011 sets out the overall context, governance arrangements, and planned actions by partners in Kent to improve services to children and support looked after children following the OFSTED inspection in autumn 2011. In that Plan, we identified 10 Core Tasks which would be the focus of the first six months. Our progress against those core tasks are set out below:

Core Task	Progress
1. Bring in a peripatetic team to reduce the number of unallocated cases, reduce numbers of incomplete assessments and restore timely assessment timescales.	<ul style="list-style-type: none"> • Peripatetic Team recruited, trained and operational from early May. • Team have successfully reduced the assessment backlog, and continue to undertake short-term work • Robust exit strategy devised. Handover date agreed, 11 November 2011.
2. Strengthening the quality of work undertaken in the assessment teams.	<ul style="list-style-type: none"> • Duty and initial Assessment Team improvement Programme, combining written guidance and protocols (“inspection ready” packs, Duty Manual, Practice Standards, Transfer Protocol, Duty Tracker) issued to all DIATs. • “Hands on” advice and coaching successfully implemented and forecast for completion by mid-November
3. Restoring throughput, pruning caseloads and reducing the number of children in need.	<ul style="list-style-type: none"> • Backlog of Initial and Core Assessments cleared (through deployment of peripatetic team, diversion of the Parenting Capacity Advisory Service and focus on staff across Specialist Children’s Services with ‘step downs’ of Children in Need cases to preventative services). • Timeliness of assessments restored. • Caseloads reduced caseloads from 11625 on 23/01/11 to 10438 on 28/08/11, with numbers of Children in Need are starting to reduce (there were 836923 CIN cases on 23/01/2011; figure reduced to 6884 on 28/08/11)

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<p>4. Making structural changes for handling initial assessments, fixing Kent contact and assessment service and introducing specialist looked after children teams.</p>	<ul style="list-style-type: none"> • County Duty Team established to take on Inter-Agency Referrals and Domestic Abuse Notifications; establishment shortly to expand to take all child phone contacts and consultations. • Model developed to identify how many staff are required in each district. • Initial plans developed to establish specialist LAC teams. • Wider restructuring needed to make specialist Children's Services fit for purpose; to be addressed in Phase 2 Plan.
<p>5. Strengthening first line management accountability and the quality of supervision through training, development and audit.</p>	<ul style="list-style-type: none"> • Supervision policy re-issued to all staff. • All managers gone through a comprehensive supervision training programme. • Analysis undertaken on management capacity and spans of control. • Full-scale supervision audit has been completed; action plan is being developed to structure remedial actions.
<p>6. Implementing an effective management information and quality assurance framework.</p>	<ul style="list-style-type: none"> • Performance Management and Quality Assurance Frameworks approved and implemented. • Daily, weekly, monthly and quarterly reporting has created a culture with far greater awareness of deadlines and targets, and stronger management grip. • From August, every social work manager from the Corporate Director down are undertaking a case audit every month.
<p>7. Filling resource gaps by more effective recruitment and putting in place a compelling workforce strategy.</p>	<ul style="list-style-type: none"> • Compelling workforce strategy approved in May and implemented. • Recruitment campaign launched over the next six months will target experienced social workers, team leaders and principal social workers. • Vacancy rates are slowly reducing; it is expected that the

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<p>8. Building an effective commissioning framework and range of preventive services</p>	<p>target 10% will be achieved within timescale.</p> <ul style="list-style-type: none"> • Families & Social Care Directorate Management Team approved an overall framework that will ensure local commissioners are operating within a clear strategic framework on the basis of specific outcomes, as well as a thorough understanding of local need. • Early Intervention & Prevention Strategy is being redrafted to be more Kent-specific and will be completed in autumn 2011. • Specification of services undertaken to ensure they are consistent with the strategic priorities, particularly focusing on intensive family support and targeted adolescent services. • Placement Support Service (one point of contact for social workers needing to find external placements for looked after children) is working well and is being expanded to include residential placements.
<p>9. Strengthening the Kent Safeguarding Children Board (KSCB) and the Kent Children’s Trust (KCT) arrangements, Common Assessment Framework and threshold arrangements.</p>	<ul style="list-style-type: none"> • KSCB and KCT have been reviewed and recommendations are being implemented to make them more effective. • The number of CAFs carried out is rising • CAF Action Plan is being implemented. • Threshold criteria have been widely promulgated • Extensive training and workshops for all agencies involved in CAF developed and implemented • Plan developed to convene additional district-based sessions via the local Children’s Trust.
<p>10. Providing front line teams with suitable accommodation, ICT arrangements, infrastructure and support.</p>	<ul style="list-style-type: none"> • Every site housing social work staff has been reviewed and outstanding issues identified. • Prioritised works agreed with local managers and Heads of Service. • Planned programme of costed actions is being implemented

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	<p>with immediate works already making a difference.</p> <ul style="list-style-type: none">• Improvements made to the network and the memory capacity of individual laptops and PCs• Urgent action to tender a replacement Integrated Children's System is being undertaken.
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Six months on, the Improvement Plan needs to be re-focussed on quality and sustainability. The themes for the next six months are therefore:

1. Maintain the timeliness of assessments and ensure all cases are allocated appropriately
2. Raise the quality of assessment casework, and recruit and retain staff with the appropriate competencies
3. Put in place a range of preventative services to avoid unnecessary family breakdown
4. Improve care planning and outcomes for looked after children
5. Reduce the numbers of looked after children
6. Reduce the number of children subject to Child Protection Plans
7. Deliver services through a locality-based integrated structure which is fit for purpose and strongly managed

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Priority 1 – Maintain the timeliness of assessments and ensure all cases are allocated appropriately				
Priority Lead – Malcolm Newsam				
Outcome – The excellent progress made up to September 2011 is maintained or improved.				
Ref	Actions	Timescale	Delivery Lead	Targets & Measures
1.1	<ul style="list-style-type: none"> • Weekly performance monitoring of timescale activity • Weekly review of unallocated cases • District specific remedial actions taken on a weekly basis where required • ICS practice reviewed to ensure best practice is reflected on the system • Ongoing work with Central Duty Team and partners to ensure appropriate application of thresholds 	1 September 2011 weekly/monthly monitoring	Heads of Children's Services	<ul style="list-style-type: none"> • At least 69% of Initial Assessments, 80.4% of Core Assessments to be completed within timescales • No more than 100 cases to remain unallocated over 28 days (current performance = 39 cases unallocated over 28 days, 07/09/11) • Targets set to monitor number of assessments in progress but out of timescale • Month on month increase in assessments judged adequate/good in monthly audits.

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Priority 2 – Focus on raising the quality of assessment and casework				
Priority Lead – Donna Marriott				
2.1 Outcome – Deliver a robust programme to improve the quality of assessment and casework, and provide qualitative and quantitative information about the impact of services on outcomes for children and young people.				
Ref	Actions	Timescale	Delivery Lead	Targets & Measures
2.1.1	<ul style="list-style-type: none"> • Develop and implement mandatory cross-county Quality of Practice audits to be undertaken by all managers • Follow up processes developed and monitored for all cases judged inadequate • Children are seen and their views recorded in all assessments • Review current assessment templates • Develop and disseminate practice standards for practitioners (CIN/CP/LAC) • Implement quality standard leaflet for parents • Review workforce development strategy • Focus training and support on improved analysis in assessment • Introduce regular practitioner workshops by district • CIN Procedures to be strengthened and re-launched • Public Law Outline processes strengthened to ensure timely intervention – practice protocols to be strengthened and relaunched 	30 September 2011, monthly	Donna Marriott	<ul style="list-style-type: none"> • Minimum of 120 audits per month achieved across the County • Results and follow up reported monthly to the Specialist Children’s Services DivMT and quarterly to the Families & Social Care DMT • User feedback on the delivery of practice standards to be collated and used to inform delivery protocols. • Verification of improved quality to be evidenced over time (specific targets to be developed as the programme embeds). • Performance in terms of numbers of children with a CIN plan improves • Improvement in evaluation of social work training • Numbers of children with a CP plan reduces • Numbers of LAC reduce

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2.1.2	<ul style="list-style-type: none"> Undertake Mock inspections of Duty and Initial Assessment Teams which were judged inadequate previously Districts to address any points of concern/areas requiring improvement; remedial action to be recorded and evidenced 	1 September 2011 - 31 October 2011	Donna Marriott	<ul style="list-style-type: none"> mock inspections find children are adequately safeguarded – quality of practice audits ranked adequate to good increases Ofsted Unannounced Inspection positive.
2.1.3	District-level improvement plans to be revised and sharpened to reflect local performance issues	30 September 2011; review at monthly Performance Board from 31 October 2011	Heads of Service	<ul style="list-style-type: none"> Plans in place with evidence of remedial action following results of the DIAT improvement programme, Deep Dive scrutiny, the mock DIAT inspections. District plans to be monitored by SCS Performance Board on a monthly basis in-line with Performance Management Framework stipulations. Monthly performance reports evidence improvement. Quality of practice audits ranked adequate to good increased.
2.1.4	Regular thematic audits undertaken on specific practice areas as defined by QA Framework timetable	Rolling Programme to be drawn up by 31 October 2011	Donna Marriott	<ul style="list-style-type: none"> Regular, robust reports delivered to SCSDivMT, FSC DMT which include recommendations for remedial actions. Remedial action is taken within clearly defined timescales. Performance Sub-Group of the

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				KSCB to increase understanding and identification of solutions.
2.1.5	<ul style="list-style-type: none"> • KSCB to establish multi-agency audits as part of the KSCB Quality and Effectiveness Framework • Proposal to the Board that one audit should be conducted per area per quarter (3 per quarter in total) • Effective audit tools and processes to be developed • QEF subgroup to be established to manage the audit process • Performance monitoring and analysis reports to be developed and refined with support of C4EO consultants 	1 December 2011 – 31 March 2012	Penny Davies, Maggie Blyth	<ul style="list-style-type: none"> • Plan developed • Audits timetabled • Findings reported to KSCB on a quarterly basis • Analysis review of performance data by the KSCB and subgroup will inform single agency audits and increase the timeliness and effectiveness of work undertaken in response to identified areas of poor partnership working.
2.1.6	<p>Monitor and take action to secure appropriate caseload levels for all social workers by:</p> <ul style="list-style-type: none"> • Reviewing individual social work caseloads and complete work/transfer/close cases as required • Identify capacity needs and address as required • Independently review a sample of social work managers' caseloads 	1 March 2011 (monthly review)	Alastair Pettigrew	<ul style="list-style-type: none"> • Performance reporting indicates caseload levels are a maximum of 25 cases per caseholder in each district area
2.1.7	Obtain feedback from staff, partner agencies and service users and use their views to inform the improvement actions including the re-design of the service	1 November 2011 – 31 May 2012	Suzanna Darling	<ul style="list-style-type: none"> • Feedback gathered from service users (including children and young people) and partners; feedback used when improvement actions are being undertaken and when services

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				are being developed or commissioned
2.2 Outcome – Excellent supervision ensures the quality of casework improves.				
2.2.1	<p>Action plan to be developed and implemented in response to the full audit of supervision to include:</p> <ul style="list-style-type: none"> • Development of supervision practice guidance to compliment current supervision policy • Commissioning of supervision training for District Managers • Further develop observation of supervision practice as part of support to managers • Development of practice standards for supervision developed and implemented • Supervision Tool to be rolled out and embedded across the service to allow for the active performance management of cases and of staff delivery. • All actions to include clear recommendations and timescales for implementation. • Put in place appropriate spans of control to ensure compliance with supervision policy • Develop District based reporting to enhance accountability 	31 October 2011 - 31 March 2012 (review)	Michelle Woodward	<ul style="list-style-type: none"> • Full audit undertaken (complete) • Targets to be incorporated into district plans. • Evidence of improvement in the quality of supervision identified in QoP monthly Audit • Deep dive audit to be repeated in 12 months to confirm progress • Feedback from supervising managers in respect of the quality of their own supervision
2.3 Outcome – Specialist Children’s Services and its partners are well prepared for the next full Ofsted inspection.				
2.3.1	Develop an “inspection ready programme” to prepare for the next full Ofsted inspection.	30 September 2011; rolling programme	Donna Marriott	<ul style="list-style-type: none"> • Programme is implemented, and is effective

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Priority 3 – Develop a range of preventative services to avoid unnecessary family breakdown				
Priority Lead – Mark Lobban				
3.1 Outcome – Deliver the actions set out in the Early Intervention & Prevention Strategy in order to ensure children’s needs are met at the earliest opportunity and families get the support they need quickly.				
Ref	Actions	Timescale	Delivery Lead	Targets & Measures
3.1.1	Commission high level family support/family intervention in each district in accordance with the strategic framework and needs assessments.	1 October 2011 - 1 April 2012	Helen Jones	<ul style="list-style-type: none"> • Service specifications in place, services procured with clear contract and performance management arrangements • Impact measures achieved
3.1.2	Commission adolescent intervention services in accordance with the strategic framework, the Adolescent Strategy and needs assessments.	1 October 2011 - 1 April 2012	Helen Jones	<ul style="list-style-type: none"> • Service specifications in place, services procured with clear contract and performance management arrangements • Impact measures achieved
3.1.3	Centralise commissioning of all tier two and three services (links to 3.2.2 below)	1 September 2011 - 31 January 2012	Helen Jones	<ul style="list-style-type: none"> • Service specifications in place, services procured with clear contract and performance management arrangements • Impact measures achieved
3.1.4	Undertaken an options appraisal to assess the optimum way of delivering an outcomes-based contract for Children’s Centre provision across the county.	1 August 2011 – 30 April 2012	Helen Jones	<ul style="list-style-type: none"> • Outcomes framework in place; options appraisal completed and future commissioning proposals agreed
3.2 Outcome – The Common Assessment Framework (CAF) process operates effectively: the number of CAFs increases, there is greater and more effective participation by partner agencies, and the impact of CAFs is improved in terms of ensuring that children with additional needs are responded to before their needs become acute and require specialist children’s services. Clear baselines and outcomes to be put in place around delivery for every Team Around the Child.				

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Ref	Actions	Timescale	Delivery Lead	Targets & Measures
3.2.1	<ul style="list-style-type: none"> • CAF arrangements are strengthened to ensure that children with additional needs are responded to before their needs become acute and require specialist children services. • Review of the access and allocation processes (screening and Single Point of Access) to ensure efficient and timely identification of Team Around the Child/Family • Transfer procedures between CSS and CAF to be embedded to ensure that children and families are effectively supported in the community when they are closed to CSS • Access and allocation arrangements are streamlined and guidance and protocols developed and disseminated • Establish a baseline of the time taken from the CAF assessment to the first TAC and set guideline timescales • Identify top 100 families that require a TAC and put in place TAC arrangements • Establish baseline for number of cases being transferred to TACs following CSS case closure and identify targets to reduce re-referral rates for these cases 	31 October 2011 - 31 March 2012 (review)	Nikki Patient	<ul style="list-style-type: none"> • Increase in understanding and confidence of partner agencies in applying the Threshold Criteria • Increase in total number of CAFs by 25% in a ratio of 58.9 per 10,000 over the 2011/12 financial year in comparison to 2010/11 • Reduction of contacts into social care • Reduction in the conversion of contacts to referral • Reduction in the proportion of referrals going on to Initial Assessment • Positive feedback from providers and services e.g. schools that children's needs are being met. • Quarterly multi-agency performance management report to be sent to SCS POSC.
3.2.2	<ul style="list-style-type: none"> • Develop and introduce method for 	30 September	Nikki Patient	<ul style="list-style-type: none"> • Relevant Boards identified and

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	<p>collection of outcome information against CAF action plans</p> <ul style="list-style-type: none"> • Monthly monitoring of CAF update and outcomes is reported to the Improvement Board, and key Partner boards. • User-friendly CAF recording system to be included in ICS replacement and rolled out across KCC and partner agencies. • CAF/TAC audit on outcomes to be undertaken to inform the revised CAF Action Plan • Outcome information to be monitored to ensure that the CAF process is making a difference to children and families 	2011 onwards		<p>in receipt of reports</p> <ul style="list-style-type: none"> • Reporting proforma agreed • Regular monthly reports produced • Reports reviewed and monitored by the KSCB
3.2.3	<ul style="list-style-type: none"> • The Early Intervention and Preventative Strategy developed outlining the role of universal, targeted and specialist services and is clear about when a CAF should be completed. • Above effectively disseminated across partners communicated using a variety of methods <ul style="list-style-type: none"> • Action plan implemented 	31 October 2011 - 31 March 2012 (review)	Marisa White	<ul style="list-style-type: none"> • Staff and partner agencies have clear guidance about when CAFs should be completed • Key partners receive and adhere to Strategy framework

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Priority 4 – Improve care planning and outcomes for Looked After Children				
Priority Lead – Alastair Pettigrew				
4.1 Outcome - Care planning is effective, with rigorous planning for permanence. Looked after children and young people receive the appropriate level of support and services, through effective multi-agency intervention, which they report is responsive to their needs. The health needs and well being of looked after children and young people are assessed and result in appropriate intervention. Educational outcomes for looked after children and young people are improved. Members and senior officers undertake their corporate parenting responsibilities effectively.				
4.1.1	<ul style="list-style-type: none"> • Develop specialist social work teams for looked after children to ensure that appropriate priority is given to LAC • Undertake an audit of quality of care plans for LAC. • Review of ICS care plan template to ensure it is fit for purpose and young person friendly 	1 October 2011 – 30 November 2011	Donna Marriott	To be developed with the Head of Safeguarding
4.1.2	<ul style="list-style-type: none"> • Independent Reviewing Officers quality assure the effectiveness of care planning and where appropriate challenge casework decisions or delays • Each review ensures that required actions are in place and exceptions reported to the appropriate manager and escalated where necessary for resolution • Escalation policy developed, implemented and monitored. • Monitor effectiveness of escalation policy and implement recommendations 	1 September 2011 – 1 March 2013 (review)	Donna Marriott	<ul style="list-style-type: none"> • Quarterly report by Independent Reviewing Officers service produced and submitted to the Children’s Social Services Management Team for action • Progress on permanence planning, health assessments, core assessments, care plans and Personal Education Plans is measured through performance reporting and demonstrates improvement in key areas

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4.1.3	<ul style="list-style-type: none"> • Ensure that all relevant professionals are able to participate and contribute to planning for Looked after Children in line with their responsibilities • Performance monitoring report on agency attendance to be developed • Clear multi-agency escalation pathway to be developed and managed by the KSCB to ensure cohesive and consistent engagement across agencies 	1 April 2011 – 1 March 2012 (review)	Donna Marriott	<ul style="list-style-type: none"> • Relevant professionals are invited to attend LAC reviews • Agency contribution to be evaluated by an Independent Reviewing Officer service and results/feedback reported to the management of the agency. • Findings to be reflected in quarterly Independent Reviewing Officer report • Concerns regarding lack of agency contribution to be reported and escalated to managers in relevant agencies, where appropriate
4.1.4	<ul style="list-style-type: none"> • Ensure statutory visits are monitored (via monthly/quarterly performance reports), and that there is good recording of information on LAC cases. • Audits of LAC to be conducted on a monthly basis via Quality of Practice Audits • IRO reports produced on a quarterly basis 	30 December 2011 – 30 March 2012 (review)	Heads of Service	<ul style="list-style-type: none"> • Performance in relation to stat visits improves and is maintained • Numbers of LAC routinely audited increases • Performance of 16+ provider monitored, evaluated and reports produced
4.1.5	<ul style="list-style-type: none"> • Contract with provider of 16+ service to be reviewed and performance against agreed standards evaluated 	1 January 2011 - 31 March 2012	Helen Jones	<ul style="list-style-type: none"> • Improved performance standards • Reduction in 16+ LAC

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4.1.6	<p>Improve health care assessments for LAC, focussing on:</p> <ul style="list-style-type: none"> • Timeliness of health and dental checks, and referrals ensuring progress chasing systems are embedded • Capacity of providers to deliver against required standards & volumes • Timely data inputting in relation to assessments completed • LAC participation groups/foster carers to be consulted in relation to quality of health assessments across age groups • Focused performance monitoring system to be developed and reviewed on a monthly basis 	1 September 2011 – 31 March 2012 (review), 31 March 2013	Lorraine Goodsell	<ul style="list-style-type: none"> • Performance reporting demonstrates the % of children in care having health checks has increased to 85% by March 2012; target to be at least maintained up to March 2013 • Performance reporting demonstrates the % of children in care having dental checks has increased to 85% by March 2012; target to be at least maintained up to March 2013
4.1.7	<ul style="list-style-type: none"> • Ensure all LAC are given early access to CAMHS provision, when needed and deemed clinically appropriate • Revised CAMHS/LAC Strategy to be developed and implemented to include therapeutic support for foster carers • Progress to be reported in the quarterly LAC performance monitoring report to the KCP Board 	30 September 2011 – 30 April 2012	Lorraine Goodsell	<ul style="list-style-type: none"> • Access information shows % of LAC gaining early access to CAMHS services increasing over allotted timeframe. • Foster carers report ease of access
4.1.8	<ul style="list-style-type: none"> • Improve the attendance and educational attainment of looked after children through the development of 	1 March 2012 (Review)	Tony Doran	<ul style="list-style-type: none"> • Performance reports indicate that children in care's attainment is no more than

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	<p>the Virtual School for Looked After Children.</p> <ul style="list-style-type: none"> Ensure robust monitoring of Personal Education Plans for every LAC. 			<p>36% points difference Achieving 5 A* - C , 34 % (English L4 KS2) and 33% (Maths L4 KS2) points different to their peers by the end of the academic year 2011/12</p> <ul style="list-style-type: none"> Performance reports indicate that the number of Looked After Children who miss 25 days or more days of schooling during the academic year is no more than 11%
4.1.9	Reduce exclusions of Looked after Children	1 March 2012 (Review)	Chris Berry	<ul style="list-style-type: none"> Performance reporting indicates the number and length of exclusions reduces for children in care in line with their Kent peers and/or statistical neighbours Performance reports indicate the percentage of children in care who miss 25 days or more days of schooling during the academic year is no more than 11%
4.1.10	Ensure that appropriate LAC are given Boarding School Placements	1 October 2011 – 1 October 2012	Tony Doran	<ul style="list-style-type: none"> Virtual School Kent processes and mechanisms to support Boarding School Placements to be devised and implemented
4.1.11	Strengthen voice of LAC in policy procedures and decision-making, as set out in the multi-agency LAC Strategy	1 September 2011 – 30 April 2012	Paul Brightwell	<ul style="list-style-type: none"> Drawing on the findings and framework of the LAC Strategy, LAC policy is revised to incorporate the

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				<p>views of LAC</p> <ul style="list-style-type: none"> • Reports provide evidence of where the views of children have influenced changes in practice/service development
4.1.12	<p>Plan and deliver a mock inspection of the LAC service to ensure it is ready for the Ofsted inspection.</p> <ul style="list-style-type: none"> • Areas of weakness identified and timely remedial actions agreed and implemented • Changes to working practices and the impacts of these changes to be documented. 	1 November 2011 – 31 January 2012	Donna Marriott	<ul style="list-style-type: none"> • Mock inspection delivered and recovery plans in place accordingly. • Service performance evaluated to ascertain areas in need of improvement
4.1.13	<p>Targeted staff training (social work, education and health) to be developed to increase understanding of their roles and responsibilities to contribute to achieving good outcomes for Looked after Children.</p> <p>On line training package developed for use across agencies.</p> <ul style="list-style-type: none"> • Access to KCC training suite to be made available to partners across agencies to promote joint training on LAC issues • Training programmes for social workers will be developed to include input from looked after young people and foster carers 	1 November 2011 - 29 June 2012	Michelle Woodward	<ul style="list-style-type: none"> • Current looked after children training courses reviewed to ensure the role of corporate parenting is reflected. • Looked After young people are involved in social work training

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4.1.14	Across KCC, raise staff's awareness about their responsibilities towards looked after children.	1 December 2011 – 29 February 2012.	Suzanna Darling	<ul style="list-style-type: none"> • Surveys to gauge levels of current knowledge of LAC and corporate parenting to be undertaken • Corporate parenting and LAC information to be made available and accessible across the organisation, focusing on any 'gaps' identified through engagement activities.
4.1.14	Review of the effectiveness of the new Corporate Parenting Group, Corporate Parenting Panel and Children in Care Council, specifically feedback from Members , children and young people	1 January 2011 – 29 February 2012	Liz Totman	<ul style="list-style-type: none"> • Reviews completed and findings disseminated • Improvements made to address any weaknesses identified
4.1.15	Elected Members and senior officers provided with information to enable them to understand their corporate parenting roles, responsibilities and accountabilities	1 April 2011 – 1 December 2012	Marisa White	<ul style="list-style-type: none"> • Looked after children Elected Member's pack devised and distributed • Looked after children senior officer briefing prepared and distributed. • Annual evaluation survey to ensure actions have been undertaken and information is adequate • Annual training workshops on Corporate Parenting responsibilities

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Priority 5 – Reduce the numbers of Looked After Children				
Priority Lead – Alastair Pettigrew				
5.1 Outcome – Numbers of looked after children are reduced through a range of actions aimed at achieving better outcomes for children & young people, earlier decisions and earlier intervention. Put in place an Access to Resources Team				
Ref	Actions	Timescale	Delivery Lead	Targets & Measures
5.1.1	<ul style="list-style-type: none"> • Put in place an Access to Resources Team (finding placements, gate keeping and monitoring of placements). • Access to Resource Panels to be set up in all three areas 	1 September 2011 - 1 January 2012 onwards	Helen Jones	<ul style="list-style-type: none"> • Proposal agreed • Operational panel/s established • Access to Resources Team assembled and implementation • Relevant protocols/procedures in place
5.1.2	<p>Increase the number of adoptions and Special Guardianship Orders:</p> <ul style="list-style-type: none"> • District managers and adoption leads jointly monitor the progress of all children requiring adoption • Independent Reviewing Officers ensure that permanence plans incorporating 'best interest decisions' are in place for all LA by the time of the second LAC review 	30 September 2011 – March 2012; March 2012 – 29 March 2013	Heads of Service	<ul style="list-style-type: none"> • Performance reporting monitors the percentage of children adopted • Percentage of children adopted increases to 11% by March 2012 and to 13% over the period 2012-2013
5.1.3	<ul style="list-style-type: none"> • Increase the number of foster carers and adoptive parents • Survey current foster carers and adoptive parents to gauge how to promote the benefits of taking on these roles • Review the fostering and adoption service's marketing and recruitment strategies to ensure it is effective and fit for purpose • Report on identified areas of 	30 September 2011 – 30 April 2012	Liz Totman	<ul style="list-style-type: none"> • Effectual promotion of the role of foster carer and adoptive parent • Robust marketing and recruitment strategies which function effectively • Numbers of foster carers and adoptive parents increase

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	<p>weakness and development, with recommendations and timescales for action</p> <ul style="list-style-type: none"> • Add other issues highlighted by Independent Review 			
5.1.4	<ul style="list-style-type: none"> • Continue to promote the use of the LAC Tracker to ensure it is utilised consistently across all teams and Districts • Placement panels to be set up to monitor progress of any LAC who is not long term linked or placed for permanency • Panels prioritise s20 arrangements by age (oldest first) • LAC, CP and CIN projections to be tracked via monthly performance monitoring reports to reduce the risk of drift and increase throughput 	30 November 2011 – 31 January 2012	Heads of Service	<ul style="list-style-type: none"> • Identifying and monitoring of end dates to be completed • Increase in long terms linkings • Increase in incidence of reunification with birth families • Increase in other forms of permanence e.g.SGO • Performance in relation to HA's and PEPs routinely addressed
5.1.5	<ul style="list-style-type: none"> • Reduce number of children placed with parents • Review all current placements with parents • Develop targets for rates of reduction • Track targets via quarterly performance monitoring reports • Develop revised policy guidance to discourage application for FCO for placement with parents. 	31 October 2011 – 1 January 2012	Donna Marriott, Heads of Service	<ul style="list-style-type: none"> • Increase in application for revocation • Reduction in LAC placed with parents

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Priority 6 – Reduce the number of children subject to Child Protection Plans				
Priority Lead – Alastair Pettigrew				
6.1 Outcome – Child Protection Plans are only in place when there is a clear need for them. Child protection planning processes are effective, responsive to children and young people’s needs, facilitate multi-agency working, and are robust in ensuring that children are safeguarded.				
Ref	Actions	Timescale	Delivery Lead	Targets & Measures
6.1.1	<ul style="list-style-type: none"> • Support implementation of strengthened child protection and CIN planning processes through multi-agency training. (2.3.4 in April plan) • Strengthen and relaunch CIN procedures • Review CIN Plan template 	1 August 2011 – 1 Jan 2012 (Review)	Penny Davies	<ul style="list-style-type: none"> • Multi-agency training programme developed • Programme implemented • Increased confidence of agencies resulting in CIN plans replacing CP plans where appropriate
6.1.2	<ul style="list-style-type: none"> • Reduce the number of children subject to a child protection plan for 18 months or more. • Policy to be developed requiring a review of every case beyond the third conference (at the 9 month stage) to ensure that robust decisions are made to prevent as many cases as possible from going 	1 September 2011 - 30 November 2011	Heads of Service	<ul style="list-style-type: none"> • Review and undertake change promotion work on current cases where children have been subject to a child protection plan for over 18 months • Cohort reduced to below 6% as agreed by Specialist Children’s Services DivMT.

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	into conferences beyond 15months.	1 September 2011 - 1 March 2013	Donna Marriott	<ul style="list-style-type: none">• Performance reporting monitors the number of children who are progressing towards, or have, a child protection plan for 18 months or more• Information used to inform and develop agreed plan to reduce CPP cohort
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6.1.3	Reduce the number of children who become subject to a child protection plan for a second or subsequent time	1 June 2011 – 1 March 2013	Donna Marriott	<ul style="list-style-type: none"> • In collaboration with operational managers, produce a report to Specialist Children's Services DivMT setting out a plan for how to reduce the number of children subject to a child protection plan for a second or subsequent time to below 13.6% • Plan agreed & recommendations implemented • Performance reporting monitors the number of children who are made subject to a plan for a second or subsequent time. • The number of children subject to a child protection plan for a second or subsequent time reduced to below 13.6%
6.1.4	<p>Ensure there is a consistent approach to the application of thresholds:</p> <ul style="list-style-type: none"> • Robust thresholds to be agreed with CPP conference chairs • Thresholds are consistently applied in CPP conferences • Multi-agency agreement to be obtained on thresholds for taking children off a CPP 	1 October 2011 – 31 May 2012	Alastair Pettigrew	<ul style="list-style-type: none"> • Consistent standards are applied to all CPPs • Agency expectations around thresholds are coherent and constant • The number of children being taken off a CPP increases • Reduction of contacts into social care • Reduction in the conversion of

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				<p>contacts to referral</p> <ul style="list-style-type: none"> • Reduction in the number of referrals going on to Initial Assessment
<p>6.2 Outcome - The Safeguarding Children Board is compliant with statutory requirements, supported by a robust performance framework which enables it to hold agencies to account in ensuring the children of Kent are safeguarded</p>				
6.2.1	Implement the multi-agency audit and performance framework and audit plan	From 1 April 2011 – 1 March 2012 (review)	Penny Davies & partners	<ul style="list-style-type: none"> • Audit programme implemented and audits carried out in each district • Audit findings reported to KSCB and used to inform multi-agency response to safeguarding

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Priority 7 – Deliver services through a locality-based integrated structure which is fit for purpose and strongly managed

Priority Lead – Jean Imray

7.1 Outcome – Develop an overall structure for Specialist Children’s Services which is fit for purpose and ensures resources are deployed to reflect need and deliver value for money.

Ref	Actions	Timescale	Delivery Lead	Targets & Measures
7.1.1	Develop and secure agreement to implement proposals for restructuring Specialist Children’s Services which will incorporate all the elements set out below (2.2 – 2.6). Proposals need to set out functions, roles, responsibilities, and business processes (e.g. transfer protocols), and use the establishment model to determine distribution of staff.	1 October 2011 - 30 December 2011	Jean Imray	<ul style="list-style-type: none"> • Proposals developed, consulted on and approved
		30 December 2011 - 30 September 2012	Jean Imray	<ul style="list-style-type: none"> • Implementation of arrangements

7.2 Outcome – Contacts are dealt with efficiently and effectively, and referrals made to the appropriate service with sufficient information for the right action to be taken.

7.2.1	Phase 1 <ul style="list-style-type: none"> • Central Duty Team configured to take all children’s phone contacts, and responsibility for consultations. • Referrals to be assessed by competent staff and thresholds appropriately applied • Joint strategies to be developed with Police and Housing to reduce inappropriate admissions into care 	1 September 2011 – 30 September 2011	Angela Graham	<ul style="list-style-type: none"> • Division of child contacts and consultations to the CDT completed • Numbers of referrals reduced from 22,701 to 16,600 • Greater integration between partner agencies leading to reductions in inappropriate admissions into care
7.2.2	Phase 2 <ul style="list-style-type: none"> • Central Referral Unit is established, incorporating the County Duty Team, dealing with all to CSC regardless of source Phase3	30 September 2011 – 29 February 2012	Angela Graham	<ul style="list-style-type: none"> • Reduce rate of referrals to 533.1 per 10,000 child population • Increase the percentage of referrals that go on to initial assessment from the 2009-

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	<ul style="list-style-type: none"> Establish a Multi Agency Screening Hub modelled on best practice nationally (Munro Review) 			<p>2010 baseline of 46% to 65% (between Jan – March 2012) and an average of at least 65% (over the period 2012-13)</p> <ul style="list-style-type: none"> Quality measure to be established.
7.3 Outcome – Change the role and reduce the number of Duty and Initial Assessment Teams				
Ref	Actions	Timescale	Delivery Lead	Targets & Measures
7.3.1	Given the proposed establishment of the Central Referral Unit, establish and implement appropriate duty and assessment structural arrangements in collaboration with relevant partners, managers and staff.	1 September 2011 - 30 December 2011	Jean Imray	<ul style="list-style-type: none"> Proposals developed, consulted on Proposals approved
		From January 2012	Jean Imray	<ul style="list-style-type: none"> Implementation of arrangements
7.4 Outcome – Establish specialist Looked After Children teams which ensure that Looked After Children get a good quality service which enables them to achieve their full potential.				
7.4.1	Building on work already done, develop an implementation plan for the establishment of specialist LAC teams, which is synchronised with other planned structural changes within this theme.	30 December 2011	Jean Imray	<ul style="list-style-type: none"> Proposals developed, consulted on and approved
		1 January 2012 – 31 May 2012	Jean Imray	<ul style="list-style-type: none"> Implementation
7.5 Outcome – Maintain focus on District delivery, and integrate early intervention and children's centres with District Management				
7.5.1	Develop proposals and an implementation plan for the role of District teams, including integration of	30 December 2011	Jean Imray	<ul style="list-style-type: none"> Proposals developed, consulted on and approved

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	early intervention and Children's Centres within District Management. This needs to be synchronised with the other planned structural changes.	1 January 2012 – 30 September 2012	Jean Imray	<ul style="list-style-type: none"> Implementation
7.6 Outcome – Centralise commissioning, procurement and resource allocation				
7.6.1	Develop an implementation plan for the centralisation of commissioning, procurement and resource allocation, which is synchronised with other planned structural changes.	1 September 2011 - 31 January 2012 1 January 2012 – 30 September 2012	Helen Jones	<ul style="list-style-type: none"> Proposals developed, consulted on and approved Full Implementation
7.7 Outcome – Kent recruits and retains a balance of experienced and newly qualified staff, and has a qualified social work vacancy rate of 10% or less.				
7.7.1	Monitor the impact of the recruitment and retention strategy, compelling offer and marketing campaigns to ensure there is adequate capacity to meet workload.	30 September 2011 – 31 March 2011 (review)	Karen Ray	<ul style="list-style-type: none"> Performance reports show a consistent reduction of qualified social work vacancy rate to 10% or below 'Temperature checks' conducted to gauge the impact of the compelling offer with staff Bi-monthly reports tracking impact to be submitted to improvement governance bodies
7.8 Outcome – Leaders and managers are clear about expectations of them, and gaps in knowledge and management practice are identified and addressed				
7.8.1	Develop a programme across the organisation to promote competencies expected of leaders and managers.	1 Sep 2011 – 31 March 2012	Karen Ray	<ul style="list-style-type: none"> Programme developed (in-line with Kent Manager Programme SORPs) Programme timetable implemented, including evaluation and review.
7.8.2	Validate findings from leadership and	1 June 2011 - 30	Karen Ray	<ul style="list-style-type: none"> Engage staff in assessment

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	management survey with mandatory questionnaire.	April 2012		<ul style="list-style-type: none"> of leadership and management Feedback obtained to inform amendments to leadership and management programme
7.8.3	All senior managers (KR13 and above) to complete 360 assessment based on competency in role	31 May 2011 - 1 Apr 2012	Karen Ray	<ul style="list-style-type: none"> Engagement of senior managers in their continuous professional development (CPD) Findings of assessments used to structure management development plans
7.8.4	Implement individual leadership and management development plans.	1 July 2011 – 1 March 2012	Alastair Pettigrew	<ul style="list-style-type: none"> Individual learning and development plans are updated in response to the recommendations of the assessment centre.
7.9 Outcome – Kent’s ICT systems effectively support practitioners and managers to carry out their role. Practitioners and managers are accountable for recording case work decisions and ensuring that this is used to influence decision making.				
7.9.1	<ul style="list-style-type: none"> A new and accessible Integrated Children’s System is procured and implemented Procedures/practice guidelines that stipulate responsibilities across all levels of the organisation developed and disseminated Review of the function and role of administrative staff in relation to the use of ICS undertaken and capacity implications addressed Comprehensiveness and quality of recorded casework to be assessed 	30 September 2011 – 31 March 2013	ICS Board	<ul style="list-style-type: none"> Fit for purpose ICS system is embedded Practitioner and managers roles and responsibilities are clarified The number and quality of recorded casework decisions increases, evidenced in audit findings

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	through monthly audits <ul style="list-style-type: none">• Areas of weakness identified to be escalated to managers for action			
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