



INTEGRATED CHILDREN'S SERVICES  
SAFEGUARDING, PROFESSIONAL  
STANDARDS & QUALITY ASSURANCE

***ACTION PLAN:***  
**County Local Authority  
Designated Officer Service  
(LADO)**

Authors name

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RED (R)	Progress not yet started on actions or no impact evident	Practice area:	LADO		
AMBER (A)	On track but some issues that are being managed but need to be closely monitored	Start date:	March 22		
GREEN (G)	On track	End date:	September 22		
BLUE (B)	Complete	Service Lead	Elise McQueen		
		County LADO Manager	Alison Watling		
Strategic Objective	Action	Lead	Date	Measures of Success	RAG
<b>1) Staffing Capacity to undertake the role</b>					
<i>The LADO Service staffing capacity reflects the needs of the service</i>	Increase LADO capacity to 6 FTE equivalent	QA SM/CLM	Q4 2021 March 2022	<p>Reduced risk in missing information, reduced work related stress, reduction in staff sickness, increased Job satisfaction, increased ability to take leave when requested.</p> <p>Increased KPI targets met</p> <p><b>Supervision and case discussion evidence reflection</b></p> <p>LADOs are afforded space to reflect and build on contextual safeguarding work - themes and patterns and raising awareness with stakeholders.</p> <p>Minimum standards are maintained to a <b>Good</b> grade, with a vision for outstanding.</p>	
<i>Increased Business Support</i>	<i>It is currently understood that there is insufficient resource to introduce Business Support into the service alongside the CRO's, therefore the CLM has already taken steps to recruit an BS apprenticeship – over the next 12 months, this will give a clear indication if the service is reliant on BS to run effectively, as service function cannot be reliant on apprenticeships.</i>	CLM	Q4 2021 March 2023	Tasks allocated to an apprenticeship will include tracking of outcomes on behalf of LADO and follow up on feedback – this will increase in meeting KPI targets	

2) Management information system				
<i>All systems to be reviewed and streamlined to meet the needs of the service</i>	Update the Liberi allegations section to reflect pathway/processes in the service and to ensure robust LADO footprint and analysis. Recording to demonstrate stages, escalations, outcomes and lessons learnt. – secure position for delivery from the Liberi Ops Group  <i>Followed by (prioritising capacity with Liberi) ?</i>	CLM	Q1 2022  May 22 (6 weeks)	Reduction in duplication and workarounds by LADO's and CRO's, including reduction in trackers.  Increased productivity in areas requiring more attention (closing completed cases), reduction in bottleneck work occurring  Liberi feeds reports presented on Power BI, significant change to collection of data previously manually counted from the CLS tracker/spreadsheet.
<i>CRO and Business support roles will be clearly defined to support the service needs.</i>	Mapping of each role to be undertaken, CRO roles and BS split, identifying critical business for CRO's and required BS capacity to support LADO's (as outlined in JD, but CRO's not able to fulfil the function)	CLM	Q1 2022  April 22 (5 weeks)	Functions of CRO and BS is clear and accessibly by LADO's  BS roles and support to LADO's function is understood, gaps are identified  BS apprenticeship role brings added value to the role of LADO, increasing productivity of LADO by reducing administration tasks.  Linked to increase in outcomes of KPI and feedback forms.
<i>Quality of Information – minimum standard of 'quality of referral form'</i>	Relaunch the referral guidance for CROs regarding screening process and expectations, ensure minimum data collated before progressing to next steps  Review consultation process	CLM	Q1 2022  Mid-April 22 (4 weeks)	Reduction in LADO time of revisiting referrals  Confidence in the system, the right information is being signposted to the LADO's  Meet the short term KPIs –
<i>Processes will be fluid; pathways are clearly understood</i>	Mapping of processes from point of contact, including identifying what work needs to stop happening and include where added layers of oversight need to take place whilst testing out	CLM	Q1 2022  1 mth for initial review	Internal roles are clearly defined, screening process is robust leading to reduction in LADO's oversight on work that does not need to come to their attention, reduction in duplication for

	<p>new systems</p> <ul style="list-style-type: none"> <li>CLM will sign off all closures created by CRO that does not meet LADO oversight criteria to add a layer of assurance (through a pilot period) that the screening meets threshold.</li> </ul>		<p>April 22</p> <p>Q2 2022 3 mths post Liberi updates July 22</p>	<p>CRO's, reduced email exchange between CRO and LADO</p> <ul style="list-style-type: none"> <li>One area identified through LADO consultation, implemented by CLM with immediate effect as a quick win</li> </ul>	
Launch Children's Portal	<p>Review referral forms to be built onto the portal</p> <p>Create a tray in Liberi for information to prepopulate</p> <p>To undertake testing.</p> <ul style="list-style-type: none"> <li>Provider Hub and joint work with commissioning and TPS in place - <b>to be reviewed to record against all settings.</b></li> <li>Test LADO referral forms in the portal</li> </ul>	CLM	<p>Q3 2022 Sep 22</p>	<p>Clear pathway from Children's Portal through to Liberi and Power BI, information is prepopulated and streamlined.</p> <p>Streamlined system, reduction on:</p> <ul style="list-style-type: none"> <li>Copy of information by the CRO</li> <li>Reduction of recording on the tracker by the CRO</li> </ul> <p>Provider Hub – for commissioned services will be able to record contextual safeguarding in one place and share in timely way with colleagues across the services</p>	
<b>Data &amp; Performance (3)</b>					
Case Loads	<p>Review / develop new duty rota system to increase duty capacity</p> <p>Review / develop allocation process dependent on caseloads and capacity to undertake the role</p> <ul style="list-style-type: none"> <li>Linked to objectives (2) build confidence in CRO's screening and ability to stop tracking what does not need to be recorded.</li> </ul>	<p>CLM</p> <p>CLM</p>	<p>Q1 2022</p> <p>At the point of increased LADO capacity</p> <p>Q4 - 2021</p>	<p>Reduction in caseloads on LADO duty days</p> <p>Clear process/ guidance for allocation, including guidance when imbalance in allocations (particularly high intake of referrals on any given day)</p> <p>LADO's have protected time to focus on case load and this is reflected in closure timescales and increased KPI's</p> <p>Reduce over reliance and dependency and increase confidence on the need to record all activity that comes through the LADO pathway</p>	

				(this includes inappropriate requests not related to LADO functions)	
<b>Operations – Efficiency (4)</b>					
<i>Quality of facilities and equipment</i>	Update i3 to i5 laptops CRO to have i7 processor facility	<b>QA SM / CLM</b>	<b>Q4 2021 March 31<sup>st</sup></b>	Increased ability to undertake role without factoring in IT delays, more stability, dependability, and confidence on infrastructure of LADO – increased productivity  Equipment is fit for purpose, reduced number of tickets raising IT issues, reduced number of replacing poor performing Laptops,	
<i>CRO increased knowledge of search drives</i>	Develop a chronology of drives for CRO's, identifying where relevant years can be found	<b>CRO EC</b>	<b>Q1 2022</b>	Increased timeliness of searches	
<i>Recording systems process the work at the time required.</i>	Main tracker spreadsheet to be reviewed, CRO to work with analytics in modernising the tracker and solving 'sharing' issues.  <i>If not feasible</i>	<b>CRO BC</b>  <b>CLM</b>	<b>Q1 2022</b>  <b>Q1 2022</b>	Blocks to progressing work will be resolved, prevention of backlog, bottleneck, and duplication	
<i>Develop systems to reduce number of different search drives</i>	Continue task & finish group with Cantium  Review additional support to upload and sort through previous years folders – bring back into service, if possible, via Apprenticeship role.  Develop a process whereby LADOs can check and sign off uploaded records.	<b>QA SM/CLM</b>	<b>Q1 &amp; QA 2022</b>	Number of search drives come under one umbrella – reduces number of individual searches, less glitches, and less system crashes – efficiency of service improves  Cost saving if bring back into service	

<b>LADO Awareness (5)</b>					
<p><i>LADO fulfils their wider duties and focus on their specialist areas of Safeguarding through raising awareness</i></p> <p><i>Lead LADO roles in place - EYs, MH, HR, Faith Groups, DCYPS/Bradstow and Sport.</i></p>	<p>Develop/ reintroduce formal annual schedule of events enabling LADOs to use their specialist knowledge to raise awareness (this may evolve and change as themes and trends become apparent)</p> <p>LADO's shadow CLM at national LADO network events</p> <ul style="list-style-type: none"> <li>• <i>Also linked to information data in targeting settings</i></li> </ul>	<p><b>CLM / LADO's</b></p>	<p><b>Q1, Q2, Q3 &amp; Q4 2022</b></p>	<p>Stronger understanding of LADO and processes resulting in less referrals and contextual learning influencing practice.</p> <p>Safer children's workforce</p> <p>Number of provisions and services receiving LADO awareness increased</p> <p>LADO's share learning and increase their network with other LADO's</p>	
<p><i>Raise Internal Awareness</i></p>	<p>As above - Schedule of events to raise awareness internally to include LADO's</p> <p>Increase LADO links in districts to lead on awareness – e.g., 2 districts each</p>	<p><b>CLM/ LADO's</b></p>	<p><b>Q1, Q2, Q3 &amp; Q4 2022</b></p>	<p>Increased understanding of roles and responsibilities of LADO and roles and responsibilities of ICS</p> <p>Patterns and themes linked to service area or specific group of children / adults is understood ICS, including intelligence around particular settings lessons learnt.</p>	
<p><i>Raise External Awareness</i></p>	<p>As Above - Schedule of events to raise awareness externally to include LADO's</p> <p>Rebook sessions and encourage KSCMP training.</p> <p>Continue with plans to invite to IFA forums, TEP, HR Cantium, SPS.</p> <p>LADOs to visit stakeholders where there are concerns to deliver training and address the wider contextual safeguarding concerns.</p>	<p><b>CLM/ LADO's</b></p>	<p><b>Q1, Q2, Q3 &amp; Q4 2022</b></p>	<p>LADO's link in with Service Area's specific to their leads</p> <p>LADOs use the knowledge they have on patterns and themes to target sectors and reduce risk/raise learning. e.g., mental health theme from pandemic - feed in learning into advice and guidance, include in presentations.</p>	

Evaluation / Feedback (6)					
<p><i>Effectiveness of feedback methods</i></p> <p><b>(LADO website displays feedback links &amp; there are links on correspondence)</b></p>	<p>Increase responses of Feedback</p> <p>Identify Service Targets for service feedback, including setting targets for feedback on the following:</p> <ul style="list-style-type: none"> <li>• LEO</li> <li>• POTs</li> <li>• Evaluation form for presentations.</li> </ul> <p>Business Support Apprenticeship linked to driving / attaining / collating feedback</p> <p>Verbal /email feedback to be formally logged</p>	<p><b>CLM/LADO/ CRO/BSA</b></p>	<p><b>Q1, Q2, Q3 &amp; Q4 2022</b></p>	<p>Increase in motivation and staff moral following</p> <p>Increases productivity in achieving KPI targets, constructive / positive feedback</p> <p>Positive work culture based on valuing feedback and adapting/ maintaining/ improving service as a result.</p> <p>Contributes to Annual Report</p> <p>Close the loop activity, feedback supports with measuring impact of changes, are we making a difference and how?</p>	
<p><i>Ensuring the Service is delivering at the minimum expectation of Good or above grade</i></p>	<p>Invite a Peer Review</p>	<p><b>CLM/LADO's</b></p>	<p><b>Q3 2022</b></p>	<p><b>A trusted form of feedback is provided to</b> support with the service self-evaluation, enable critical thinking and contribute towards improvements</p>	