

Appendix C. Improvement Plan Actions

A. Continue to raise **educational standards** for all children and young people (AMBER)

Implement Schools Causing Concern Strategy

All Schools Causing Concern with costed improvement plans (making term on term improvements)	30/06/12	Green
Review and re-categorisation of schools; shared with schools	31/10/12	Green

Implement 16-25 Education and Skills Strategy

16-25 Education and Skills Strategy approved by the Work and Skills Partnership Board and Cabinet	31/07/12	Amber
Plan for Information, Advice and Guidance (IAG) for young people with greatest needs agreed	30/09/12	Green

Implement the New Service Model for Behaviour

All Key Stage 3 Learning Centres open	30/09/12	Green
Implement a plan for closing the Springboard Centre by July 2013.	31/03/13	Green
Extend remit of Key Stage 3 Learning Centres to Key Stage 4	31/01/13	Green
Agree and start to implement a plan for developing and quality assured alternative education provision. Plan agreed by	31/07/12	Amber
Agree a plan for providing personalised programmes of learning and support for Key Stage 4 students who are out of school and put these arrangements in place.	31/07/12 (plan) 30/09/13	Green

Complete and implement Special Educational Needs (SEN) Review

Plan for developing Doncaster based SEN provision approved by the Cabinet	30/09/12	Red
Detailed implementation plan for putting additional Autistic Spectrum Disorder (ASD) provision in place (by 01/09/13) agreed	30/11/12	Amber
Detailed implementation plan for putting additional hearing impairment provision in place in mainstream schools (by 01/09/13) agreed	30/11/12	Green

Establish the Schools and Children Services Partnership

Schools and Children Services Partnership operating	31/10/12	Red
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B. Improve **professional practice**, particularly in safeguarding and children in care, through managers effectively managing performance (RED)

Improve professional practice and casework:

Case File Audits to be completed on a quarterly basis (to include evaluation of the effectiveness of Supervision with action plan for how the quality of these can be improved both in CYPS as a whole and at team level)	30/06/12 30/09/12 31/01/13	Green
Exemplars in place for key practice, procedural and casework activities and promoted and accessible to staff	30/06/12	Red
Quarterly check of PDR completion and identification and provision of relevant training. Personalised packages of professional development for managers stemming from the issues identified	31/07/12 31/10/12 31/01/13	Green

Appendix C. Improvement Plan Actions

through use of the Evaluation of Managerial Effectiveness Framework; to be included in each manager's Professional Development Plan.		
Competency framework for social workers introduced (to be linked to progression through practitioner social worker grades)	30/09/12	Amber
Audit all Child Protection Plans at 15 months (4th conference) to agree exit plans. Ensure each de-planned young person has a three month Children in Need (CIN) Plan to ensure embedded support	monthly	Green
Agree and implement plan for strengthening the Targeted Family Support and Children in Care Social Work Teams; report key performance measures (including timeliness of assessments and reviews, case activity, staff numbers and caseloads) to the CYPS Service Leadership Team on a monthly basis with summary reports to the Children's Board on a quarterly basis.	31/05/12 (plan) Monthly (SLT Monitoring) 31.07.12 31.10.12 31.01.13 (Children's Board monitoring)	Amber

Areas for Development from Unannounced Inspection

Development area: Core assessments are not always initiated when child protection enquiries commence, resulting in the potential for historical information to be overlooked when evaluating risk and protective factors Action: Directive to be sent out by Assistant Director Children and Families and quality assured by Heads of Service on an ongoing basis via performance surgery.	Completed & ongoing	Green
Development area: Some children's records, particularly regarding siblings, contain information relating to a different child, resulting in an inaccurate record of the child's life and needs. This could result in breaches of confidentiality and poor planning and assessment of individual needs. Action: To ensure routine duplicating of records containing relevant information to siblings is done in all cases. Quality assurance check at point of closure/transfer by Team Manager to be embedded.	Completed & ongoing	Green
Development area: Children, young people and their parents/carers are not always informed in writing of the outcome of child protection enquiries and assessments. Similarly, referrers are not routinely informed of the action taken by children's social care services. This means that families and other agencies may not be clear about the actions that will or will not be taken by children's social care, and what will be expected of them. Action: Checks by managers to be undertaken regarding data protection/posting letters to be undertaken. Roll out and embed inter agency referral form which includes electronic feedback within 48 hours. Devise standard letter for parents and referrers. This to be monitored through Case File Audits demonstrating that children, young people and their parents/carers are always informed in writing of the outcome of child protection enquiries and assessments.	Completed	Green
Development area: Although social work capacity has been improved, there continues to be a high reliance on agency social	Completed	Amber

Appendix C. Improvement Plan Actions

work staff. The council is aware of this and has plans to reduce the need for agency staff but this has yet to have the full planned impact. This was an area for development at the previous inspection. Action: Social Work Staff Recruitment and Retention Strategy approved and activated. Corporate review of agency staff completed with recommendations for improvement.	30.06.12	
Development area: Service delivery is not yet influenced by the experiences of service users. This is understood by the council and plans are being developed to address this. Action: A sample frame of services users' experiences and perceptions will be sought to inform the annual review of CMARAS.	30.04.12	Red

Performance management

New performance management framework (including surveying and acting on user experiences) agreed and operating	31/10/12	Green
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Improve leadership and managerial effectiveness

All services have service plans and defined service standards	31/10/12	Green
Process in place to ensure all managers complete key training e.g., finance, supervision, lead professional	30/06/12	Green
New Heads of Service structure operating	31/07/12	Green
Substantive Heads of Service for Targeted Family Support and Children in Care Services in post	30/11/12	Green

Reducing staff sickness

Two further training sessions for managers in the Council's managing sickness absence procedures	31.05.12 31.12.12	Green
CYPS Leadership Team to monitor management action in relation to staff on long-term sick and who are persistently absent, on a monthly basis	monthly	Amber

Appendix C. Improvement Plan Actions

- C. *Improve outcomes for **children and young people in care** and care leavers, by modernising and improve the children in care service though developing a more family based service and moving children speedily to permanence (AMBER)*

Improving education outcomes

Detailed Children in Care Education Work Plan produced by the Better Education for Children in Care (BECIC) group to include focused approaches to raising standards	30/06/12	Amber
Action taken to prioritise targets for Years 5, 6, 10 and 11 with actions to provide additional learning support for children who need it.	30/09/12	Green
Produce a programme to provide additional learning opportunities for children in care including 1-to-1 sessions with young people on literacy and numeracy (intended to strengthen the attainment at GCSE)	31/07/12	Green
Develop the role of the Designated Teacher and provide ongoing training. Provide report with recommendations for improvement	31/10/12	Green
Provide two awareness sessions for governors about their responsibility to ensure that their schools are giving all necessary support to children in care (on roll at the school) to enable them to achieve good educational outcomes. Produce programme, deliver and produce evaluation report	31/08/12 31/03/13	Green
Holding schools to account for their support to and progress of children in care including collation of results of children in care for each school. Also, include the support and results for children in care in the categorisation the LA provides to schools annually and the annual conversation with each school.	31/12/12	Green

Corporate Parenting

Two sessions for Elected Members on corporate parenting	30/04/12 30/09/12	Green
Refreshed Making Care Count (Children in Care) Council operating	30/06/12	Green
Work plan for Corporate Parenting Board agreed	30/06/12	Green
Evaluation of Corporate Parenting Board: i.e. fulfilling its function	31/12/12	Green

Fostering and Adoption

Recommendations from Ofsted Fostering inspection (of May 2010) fully met	30/06/12	Green
Recommendations from Ofsted Adoption inspection (of October 2011) fully met	31/07/12	Amber

Improve health planning and services for children and young people in care:

Undertake health survey of children and young people in care	30/10/12	Amber
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Appendix C. Improvement Plan Actions

placed in and out of borough		
Decision to be made by chief officers in the local health service and Council on the options for resolving the uncertainty about whether children entering care prior to July 2011 have received a full health assessment	31/05/12	Green
Joint Implementation Group for Social Care and Health to continue to monitor and take action to ensure the embedding of compliance and good practice in relation to the new children in care health pathway. Access by health professionals to certain elements of Liquidlogic (new children's information system) in July 2012 which will improve the recording and data sharing between health and social care. Triggers will be activated if there is delay. Monitoring data and minutes of each monthly Implementation Group meetings produced.	Monthly	Red
Events held with children and young people in care to promote good health care including dental health. Focus group with young people regarding the difficulties with taking up dental treatment.	31/07/12	Red

Continue to improve placement stability

Specific management action continues to be taken to stabilise the placement of individual children/young people including monitoring of data; consideration at Resource Panel to strengthen the support to vulnerable placements that are at risk of disruption; better matching of placements to maximise successful outcomes; and increase in foster placements.	Ongoing	Green
Specific actions to improve care planning to ensure care planning statutory requirements are embedded in practice (to continue to improve permanency including continuing training of managers and staff; improvement to the timely completion of viability assessments and the court process with the use of twin tracking.	Ongoing	Amber
Contract with Families that Last to improve the number of Adoption placements	30/06/12	Amber

Increase number of in-house foster carers

Ongoing recruitment campaign to engage more in-house foster carers including recruitment open evenings at the Dome; media advertising; Fostering fortnight (in May 2012), which will link to a series of other events and activities; dedicated communications professional working on the recruitment strategy for six months.	30.06.12	Green
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Care Leavers

Service Framework for securing suitable accommodation for care leavers completed and sent out to potential providers to express and interest.	30.04.13	Green
Providers who meet the specification selected. This should provide an additional 15 supported lodgings for young people.	30.06.12	Green
Publish a separate service specification for a model of 24/7 support for a small group of young people who have more challenging needs published. This has been modelled on an example from another local authority.	31.07.12	Green
The Tenancy Ready Course to be rolled out four times in 2012/13.	30.06.12 30.09.12 31.12.12	Green

Appendix C. Improvement Plan Actions

	31.03.13	
Two careers events for care leavers held in the summer and autumn of 2012.	31.07.12 31.12.12	Green
Plan agreed for Council to provide a specified number of work experience placements and apprenticeships to children in care and care leavers.	31.07.12	Green

D. Develop a **whole system approach** to improving outcomes for children and young people, including in partnership with RDaSH, implementing the One Team Working model (GREEN)

One Team Working

North West pathfinder for the multi-agency service Family Support Service operating	31/07/12	Green
Evaluation of North West pathfinder – report to Joint Executive Implementation Board	31/01/13	Green
Joint Executive Implementation Board approve plan for rolling out multi agency Family Support Service across the Borough	31/03/13	Green
Agree project plan for moving towards an all age disabilities service	30/06/12	Amber
Establish Integrated Children with Disabilities Service in CYPS	31/07/12	Red

Improve health services for children and young people

Paediatrician review completed and new service model in place	31/03/13	Green
All sexual abuses medicals undertaken at Doncaster and Bassetlaw Hospitals Trust	31/12/12	Green

Implement Children and Young People's Plan

Evaluation of first year delivery plans for the three priorities (Inspiring Success; Being Safe and Having Fun; Being Healthy Feeling Good) – report produced for Children's Trust Board	31/07/12	Green
New Delivery Plans agreed by Children's Trust Board to be implemented from 1 September 2012	31/07/12	Green
Monitoring reports to Children's Trust Board on delivery plan for each priority on quarterly basis (one each month)	31/03/13	Green

Appendix C. Improvement Plan Actions

Implement Inclusion Strategy

Agree implementation plan for Inclusion Strategy	31/05/12	Green
Provide quarterly monitoring reports on the delivery of implementation plan to the Children's Trust Board	31/07/12 31/10/12 31/01/13	Amber

Implement Family Support Strategy

Agree implementation plan Family Support Strategy	31/05/12	Green
Provide quarterly monitoring reports on the delivery of implementation plan to the Children's Trust Board	31/07/12 31/10/12 31/01/13	Amber

E. Providing effective financial **management** including improving value for money and making the savings in the Council's budget (RED)

Deliver 2012/13 budget

Monthly budget monitoring report to CYPS SLT Finance Committee including RAG rating monitoring report on savings plans	Monthly	Amber
Quarterly budget monitoring reports to Cabinet and Scrutiny	31/07/12 31/10/12 31/01/13	Green
All CYPS budget holders to have attended Finance budget holder training course	30/09/12	Green

Prepare 2013/14 Budget

Initial review of 2013/14 budget proposals undertaken by	30/06/12	Green
Mayor's draft budget by	30/11/12	Amber

Recruit and Retain Social Workers

Introduce new linked grade for social workers	31/05/12	Amber
Run three major recruitment campaigns	31/05/12 30/09/12 31/01/13	Green

Deliver improved procurement practices and savings

Contract schedule and review in place	31/07/12	Amber
Two further training sessions for all managers trained in Contract Procedure Rules (CPR) and Financial Procedure Rules (FPR)	30/06/12 30/11/12	Green
Framework Contract for external placements in place	31/12/12	Green
Framework Contract for procurement of Independent Fostering Agencies (IFAs) in place	31/05/12	Green
Implement recommendation from internal audit review of foster carer payments	31/05/12	Green

Appendix C. Improvement Plan Actions

Commissioning of Services

Specifications for 50% of services identified completed by managers (following fundamental service review with the aim of improving service delivery, achieving better value for money and taking account of whole Council and partnership/multi agency working) and approved by the relevant Assistant Director	31/12/12	Amber
CYPS Leadership Team conduct peer review and challenge of all service specifications leading to approval by the Director	28/02/13	Green
Services start to operate in accordance with agreed specification	01/04/13	Green