

Key	Source	Key	Source
IN T	Target from the Improvement Notice	AI SG	Announced inspection - Safeguarding
IN	Improvement Notice	AI LAC	Announced inspection - Looked After Children

Key	Urgency
1	1 month
2	3 months
3	6 months
4	12 months
5	> 12 months

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Improvement Theme1 : Effective leadership and governance of integrated children's services in Leeds										
Theme One: Outcome One: Implement new Leadership and Governance arrangements for Children's Services, including developing an accountability framework for the delivery of outcomes for children and young people at a local level										
Lead accountable Officer : Interim DCS										
IN 3.1 1.1.1	Cooperate with the independent chair to establish an Improvement Board and support the Board in providing effective challenge across the partnership to drive swift and sustainable progress through a robust improvement plan.	1 01/03/10	Main Action 1: Establish an effective improvement board			Assistant Chief Executive	1. A board is in place. 2. The Board provides effective challenge across the partnership, drives swift and sustainable progress and regularly monitors a robust improvement plan. 3. Progress made at each formal review period.	1. 2010: Unannounced Inspection : no areas for priority action are found 2. 2010: CAA / Annual Children's Services Performance Rating : Children Services in Leeds are rated as performing adequately 3.2011: CAA / Annual Children's Services Performance Rating : Children's Services in Leeds are rated as performing well		
			1a. Inform Executive Board of the Improvement Board	6/1/2010.						
			1b. Produce draft Terms of Reference for inaugural meeting of Improvement Board	19/1/2010.						
			1c. Produce Executive Board paper about operation of the Improvement Board including links and key relationships	10/03/2010.						
			1d. Review operation of the board every 6 months	Sept 2010 / March 2011						
			Main Action 1: Develop a robust improvement plan		Deputy Director Children's Services Innovation and Change					
			1a. Agree outline for improvement plan	19/1/10	Improvement Board					
			1b. Produce first draft of improvement plan	31/1/10						

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IN 3.2 and 16 AI SC 1 1.1.2	Prepare a robust Improvement Plan, which is agreed with the Improvement Board, for delivering improvements across children and young people's services, addressing all areas of weakness highlighted in: Ofsted inspections; the 2009 Comprehensive Area Assessment; other areas of concern as appropriate and the outcome of the Council's review of service delivery.	01/03/10	1c, Produce final draft of improvement plan by Plan to be submitted to: a, Improvement Board; b, Executive Board and to DCSF	16/02/2010 22/02/2010 10/03/2010	Deputy Director Children's Services Innovation and Change	SC 3 - IN 4.1	1 Clear and succinct action plan is in place which reflects all actions from the announced inspection and the wider improvement priorities 2 Improvement plan agreed / approved 3 Regular updates and robust evidence of both quantitative outcomes and qualitative processes is provided to the improvement board, 4 Progress made at each review period.	2010: Unannounced Inspection : no areas for priority action are found 2010: CAA / Annual Children's Services Performance Rating : Children Services in Leeds are rated as performing adequately 2011: CAA / Annual Children's Services Performance Rating : Children's Services in Leeds are rated as performing well	CYPP and the LSP (and their reviews)	Yes - Corporate Support
1d, Agree monitoring process for Improvement Plan	15/2/10									
1e, Determine programme management arrangements to support delivery of improvement plan and ensure the required capacity is available to support implementation	31/3/10									
1f, Submit regular monitoring reports to the Improvement Board at each of their monthly meetings	15th March 12th April 18th May 14th June 13th July 17th August 13th Sept 11th Oct									
Theme One: Outcome Two; Create a new Children's Trust Board with appropriate governance arrangements at both citywide and local level Lead Officer : Deputy Director of Children's Services Partnerships and Governance										
			Main Action 1: : Implement the new Children's Trust Board	1/4/10			1. Governance arrangements in place which meet the updated governance guidance and the Council's requirements for Significant Partnerships . 2. Partners are well represented on Boards/Partnerships at appropriate levels of society.		DCSF - ACSL Act Nov 09,	Additional Capacity
			1a, Develop a project lead and project plan	31/1/10						
			1b, Development of proposals and consultation with key partners and stakeholders	28/2/10						
			1c, Draft constitution, supporting paperwork, proposals for support arrangements, membership, work programme, communications plan	26/3/10						

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NA	1.2.1	Create a new Children's Trust Board to strengthen partnership and co-operation arrangements and strategic oversight.	2	Phase 1: April 10 Phase 2 : April 11	1d, Approval from key partners and the Council's Executive Board	07/04/2010	Project Lead	NA	<p>levels of seniority.</p> <p>3. Remit of the boards and sub board arrangements, partnerships , partner roles and linkages are well defined.</p> <p>4. Forward plans developed and in place which focus on partnership priorities, to deliver better outcomes.</p> <p>5. New style CYPP approved April 2011</p> <p>6. Robust arrangements are in place for the CTB to oversee/monitor the implementation of the CYPP</p> <p>7,Progress is against the above and the broader project deliverables is in line with expectations at mid and end year review</p>		Children's Trust Guidance Nov 09, Working Together Guidance Dec 09. Leeds - Leeds Initiative, Vision for Leeds, CYPP (ref 1.3)	in place to support Phase One to April 10 Phase Two being scoped; will include requirement to support new Children's Trust Board and area/locality arrangements
					1e, inaugural meeting of new Board	30/4/10						
					1f, proposal for development and realignment of sub-groups and supporting partnerships	30/4/10						
					1g, Ensure that progress is made in line with the project plan and that this progress can be evidenced at the mid and end of year reviews of the programme	30/04/10 12/10						
					1h, The Board approves the new style CYPP	30/4/11						
NA	1.2.2.	Refine area (wedge) and locality (cluster) arrangements to become significant partnerships linked to the Children's Trust Board	3	30/05/10	Main Action 1: Refine area (wedge) and locality (cluster) arrangements to become significant partnerships linked to the Children's Trust Board	1/5/10	Project Lead		<p>1. Governance arrangements in place which meet the updated governance guidance and the Council's requirements for Significant Partnerships .</p> <p>2. Partners are well represented on Boards/Partnerships at appropriate levels of seniority.</p> <p>3. Remit of the boards and sub board arrangements, partnerships , partner roles and linkages are well defined.</p> <p>4. Forward plans developed and in place which focus on partnership priorities, to deliver better outcomes.</p> <p>5. Measured by mid-year and end-year reviews.</p>		DCSF - ACSL Act Nov 09, Children's Trust Guidance Nov 09, Working Together Guidance Dec 09. Leeds - Leeds Initiative, Vision for Leeds, CYPP (ref 1.3) Locality Pathfinder	Additional Capacity in place to support Phase One to April 10, Phase Two being scoped; will include requirement to support new Children's Trust Board and area/locality arrangements
					1a, Approval of framework for arrangements	1/12/09						
					1b, Project lead and project plan developed	1/1/10						
					1c, Consultation with area based partners	Mar 10						
					1d. Develop constitution, supporting paperwork, support arrangements, membership, work programme, communications plan	Feb /Mar 10						
					1e, Confirm partnership arrangements with the new CTB Transition to new arrangements	From May 10						
Theme one: Outcome Three : Review the Children and Young People's Plan												
Lead Accountable Officer: Deputy Director of Children's Services Innovation and Change												

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1.3.1	Review of the Children and Young People's Plan	2 01/04/10	Main Action 1: Undertake the 2010 annual review of the Children and Young People's Plan	1/4/10	Education Leeds Director of Learning Environments	PI 1 - IN 2.2	Review that meets the guidance	1, Overall improvements in LAA indicators relating to children's services and statutory attainment targets through the period of the improvement notice are demonstrable (Source: Improvement Notice IN2.2)	JSNA LSP 08-11 LSP 11-14 2009 - 14 CYPP Vision for Leeds III	Additional performance management support
			1a, Agree process for undertaking the annual review of the CYPP	15/2/10						
			1b, Deliver an annual review of the CYPP, making clear links with the Children's Services Improvement Plan	30/4/10						
			1c. Report CYPP Review to Executive Board	30/6/10						
			1d, Deliver quarterly performance monitoring report	Q4 - 19th May 10 Q1 - 10th Aug 10 Q2 - 9th Nov 10 Q3 - 8th Feb	Strategic Leader Performance					
			Main Action 2: Deliver a fundamental review of the CYPP for 2011 in line with national guidance	30/4/10	Strategic Leader Performance					
			2a, Agree a process, timeline and tasks for the fundamental review of the CYPP for 2011	30/4/10						
			2b, Ensure the review of the Children and Young People's Plan is complete	30/4/11						
			Main Action 3: Improve customer satisfaction	31/10/10	Strategic Leader Performance					
			3a, Establish measurement methodology	30/3/10						
			3b, Establish and report baseline/ frequency	30/4/10						
			3c, Service action plans to deliver improvements developed and agreed	31/5/10						

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				3d, Produce update reports in line with reporting timetable	TBC						
Theme one: Outcome Four: Establish robust commissioning arrangements											
Lead accountable officer : Deputy Director of Children's Services Commissioning											
A1 SG 14	1.4.1	Within six months ensure that there is a suitably trained, experienced paediatrician available across the city 24 hours every day of the week to support effective child protection medical examinations involving children.	3 01/08/10	Main Action 1: As in recommendation column	1/4/10	• Project lead Dr Sharon Yellin; Consultant in Public Health Medicine, NHS Leeds	N/A	Medical service in place which consistently meets requirements and core standards		PCT Children's Commissioning Priorities	No – within existing resources
				1a review current medical provision and investment (for in and out of hours provision) against Royal College guidelines/Working Together	1/5/10						
				1b, Secure agreement on process and model of provision with West Yorkshire Police for the joint commissioning of this service	1/6/10						
				1c, Ensure all partners are aware of any subsequent service changes that may occur	1/7/10						
				Main Action 1 : Ensure all current commissioning capacity is consolidated to form a single children's services commissioning service	30/10/10	Deputy Director - Commissioning					
				1.a Identify all current children's commissioning capacity and related budgets within LA	15/3/10	Head of Finance Children's Services		1, All current commissioning capacity is consolidated to form a single children's services commissioning service, this will include the following: a, Single service in place with clear accountabilities and responsibilities b, Capacity pressures absorbed from consolidation of			
			1.b Agree structure and budget for a consolidated children's commissioning service	31/5/10	CSLT						
			1.c Successful implementation of the new structure for commissioning	31/09/10	Deputy Director - Commissioning	NA					

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N/A 1.4.2	Create a single commissioning function made up of all relevant commissioning resources from across council provided children's services.	4 01/01/10	1.d Delivery of agreed savings targets as part of children's services finance plan (cross ref outcome 1.6.3 - Review the council's five year budget strategy in light of the challenges faced in children's services)	30/10/10	Deputy Director - Commissioning		consultation of functions and working processes c, Savings made on contracts are improved through the commissioning process		Children's Services Budget Plan Implementation Plan arising from the children's services review Service/ Budget Plans	Support from Human Resources, Procurement Unit and Finance
			Main Action 2:A schedule of all commissioning activity (including that in place as well as planned) is to be compiled	31/09/2010	Deputy Director - Commissioning	NA	2. A schedule of all commissioning activity (including that in place as well as planned) is compiled which identifies: a, Existing spend against commissioned services b, Existing commissioning budgets c, Current performance against contracts d, Opportunities for savings and service improvements			
			2.a. Urgent review completed on all commissioning activity	1/6/10	Head of Commissioning					
			2.b All commissioning budgets identified	1/4/10	Head of Finance Children's Services					
			2.c All contracts identified	1/4/10	Head of Finance Children's Services					
			2.d Review of all contracts completed	1/7/10	Head of Commissioning					
			2.e Savings plan agreed	1/5/10	Deputy Director - Commissioning					
			2.f Agreement on areas for service redesign and improvement	1/8/10	Deputy Director - Commissioning					
			Main Action 3: Review current governance arrangements for commissioning and make recommendations for revised commissioning , which are in line with new children's trust arrangements.	30/6/10	Deputy Director - Commissioning	NA	3, Current governance arrangements for commissioning are reviewed and clear recommendations for revised commissioning , which are in line with new children's trust arrangements, are made.			
			3.a. Identify requirements for commissioning from new children's trust legislation	1/4/10						
			3.b. Engage with partners re options for joint commissioning and commissioning governance	1/5/10						
			3.c. Develop options	1/5/10						
			3.d. Implement agreed option	1/10/10						
			Main Action 4 : Develop a commissioning plan / prospectus setting out commissioning practices underpinning the Children and Young People's Plan and Improvement Plan Priorities. This will focus on commissioning activity to deliver improved outcomes and value for money.	1/10/10	Deputy Director - Commissioning	NA	4. A commissioning plan / prospectus setting out commissioning practices underpinning the Children and Young People's Plan and Improvement Plan Priorities is developed which			

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				4.a. Template for commissioning plan/prospectus agreed	1/5/10	Priority Outcomes Commissioner		focuses commissioning activity to deliver improved outcomes and value for money.				
				4.b. Workstream commissioning leads identified	1/6/10	Deputy Director - Commissioning						
				4.c. Commissioning plan/prospectus in place	1/6/10							
				4.d. Areas for decommissioning/service change/commissioning agreed	1/10/10							
				4.e. Savings plan agreed	1/10/10							
	1.4.3	Within six months develop and begin implementation of a service review programme for commissioned services (as part of the performance management framework) and re-align current Children's Services base budget to reflect new priorities following CAA and announced inspection	2 01/07/10	Main Action 1: See Recommendation Column	1/7/10	Deputy Director CS Commissioning		1, Areas for re-investment identified in support of budget re-alignment across children's services 2, Achievement of planned savings in: - Business Support functions - Integrated front-line service delivery 3, 11/12 Budget reflects re-alignment of spending.		CS review implementation plan Service and budget plans	Performance management, finance and procurement capacity	
				1a, Develop and agree service review methodology	1/6/10	Priority Outcomes Commissioner						
				1b, Define and agree review capacity	1/6/10	Deputy Director CS Commissioning						
				1c, Agreed priorities with focus on Improvement Plan areas and those where there are the greatest potential for change	1/6/10							
				1d, Review programme agreed and implementation commenced	1/6/10							
Theme One : Outcome 5: Develop a strong performance management culture and framework, and develop robust quality assurance systems												
Lead Accountable Officer: Deputy Director - Partnerships and Governance												
ALAC 6	1.5.1	Within three months develop a clear and understandable set of measures and targets for the achievement of the Care Promise.	2 02/04/10	Main Action 1: Develop an effective performance management framework to aid monitoring of the Care Promise	2/4/10	Head of Virtual School for Looked After Children/ Head of LAC Services - When appointed	N/A	1. Performance measures and QA framework in place and agreed by 'Have Your Say' Council. 2. Service plans reflect partners contributions to meeting core promise.		MALAP Exec and Corporate Carer forward plans Service Delivery Plans	Yes - the collection and analysis of additional data, focus group responses, and satisfaction measures will require additional Performance Management support	
				1a, Draft proposals for a framework which encompass feedback from children and young people received during the development of the Promise presented to the Care Council, MALAP Exec and Elected Member Corporate Carer Group	31/3/10							
				1b, Agreed framework in place	31/3/10							

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			1c. Ensure effective governance of performance against the promise through the development and agreement of regular reporting arrangements to the Care Council, the MALAP Executive and the Elected Member Corporate Carer Group, and from there to the Exec Board.	31/3/10						The implementation will need more resource but development can be done within existing resources
			1d. Ensure service plans of all relevant partners include agreed measures and targets as set out in the framework.	30/4/10	Chair of MALAP					
			1e. Develop and agree a process for monitoring the Promise year on year	30/4/10	CO - CYPSC					
AL LAC 10	1.5.2 Within six months improve the regularity and timeliness of information-gathering on the progress of looked after children at a strategic level, to enable regular tracking of pupils' progress and more timely evaluation of the impact of actions and interventions on progress and learning of looked after children.	3 02/07/10	Main Action 1 : Improve the regularity and timeliness of information-gathering on the progress of looked after children by the Leeds Virtual School							
			1a. Establish a formal agreement with headteachers and governors for schools to provide termly data on attainment and progress to the Leeds Virtual School.	2/6/10						
			1b. The Virtual School provides feedback on school compliance with data collection requests to the School Improvement Service and School Improvement Partners to challenge headteachers if necessary.	2/7/10						
			Main Action 2: Enable regular tracking of pupils' progress							
			1a. Education Leeds Data Management team migrate looked after children and care leaver data into the SIMS Management Information System to enable the Leeds Virtual School to use SIMS to track pupil level progress.	2/5/10	Head of the Virtual School for Looked After Children		1, 90% of schools agree to provide termly data on attainment and progress to the Extended School by June 2010. 2, Data on attainment, progress and attendance is available for all looked after children in education on a termly basis from December 2010 onwards.	OC2 annual return	LEXS Improvement Plan	Yes - resource need to be identified as the solution is implemented.
			1b. Education Leeds Data Management team provide training to allow the Leeds Extended School to make effective use of the SIMS Management Information System to track individual pupil progress against planned interventions from 1 September 2010.	2/7/10			3, Summaries of the attainment, progress and attendance of looked after children, and the evaluation of the impact of interventions, are reported to the MALAP Exec and Elected Member Corporate Carer Group termly.			
			1c. Integrate pupil level attendance information into the data set held by the Virtual School in the SIMS Management Information System.	2/7/10						
			Main Action 3: Provide more timely evaluation of the impact of actions and interventions on progress and learning of looked after children							
			1a. The Leeds Virtual School provides a manually produced report to MALAP Exec and Elected Member Corporate Carer Group which identifies the predicted year-end outcomes of looked after children and the provisional impact of interventions on those outcomes. This report provides the template for termly reporting from the 2010-2011 academic year onwards.	2/5/10						

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IN3.3	1.5.3	Monitor improvements in children's social care, by establishing rigorous performance management and quality assurance systems which deliver regular monitoring, scrutiny and quality assurance of Social Care performance	2	Main action 1: Establish a rigorous performance management and quality assurance system, to ensure the quality of referrals and assessments are monitored (including quality assuring recording)								
				1a, Continue and develop, further the existing audit arrangements for referral quality and performance management	28/2/10	Head of Service Transformation						
				1b, Produce monthly report identifying trends, progress and issues; incl. development and resourcing requirements.	Monthly from March 2010	Head of Service Transformation						
				1c, Establish targets at team level and a mechanism through which this can be managed and monitored	from Feb 10	Chief Officer - CYPSC						
				1d, Establish a lead Service Delivery Manager in each area of the city to audit performance and quality in relation to Initial and Core Assessments within the context of the quality assurance framework	31/1/10	Chief Officer CYPSC	PI 1 - INT1.1 PI 2 - INT 1.2	1, The quality of performance is available at team level and monitored closely and a consistent improvement is demonstrable. Full team in place. Data collection and reporting arrangements in place. QA framework completed and implemented 2. Full QA team in place	1, NI 59 - whilst maintaining high quality, increase the percentage of initial assessments for children's social care carried out within timescale to 72% for the month of March 2010, to 80% for the month of October 2010 and to 80% by end of March 2011 (i.e. the annual cumulative figure)	LSCB - Business Plan	Additional resources identified Recruitment to quality assurance and performance management team underway	
				1e, Complete recruitment to CYPSC performance and quality team.	31/3/10	Chief Officer - CYPSC					2, NI 60 - whilst maintaining high quality, increase the percentage of core assessments for children's social care that were carried out within 35 working days of their commencement to 80% for the month of March 2010, to 84% for the month of October 2010 and to 85% by the end of March 2011 (i.e. the annual cumulative figure)	
				1f, Develop ESCR dashboard to proactively report on individual and team performance.	28/2/10	Head of Service Transformation						
				1g, Hold monthly performance clinics to review performance against timescales and quality.	Monthly from March 2010	Chief Officer - CYPSC						

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INI.7	1.5.4	The Council will establish clear and agreed processes with partners in the Children's Trust and LSCB to ensure effective scrutiny and training takes place so that the quality of contacts, referrals and assessments improve.	3	Main Action 1 : For details regarding delivery of this action see Theme 2 - Outcomes 2 and 3				see relevant outcomes		Children's Services Priority Improvement Plan 2.2 and 2.3	
				Main Action 2 : Establish a process for delivering audit information on the effectiveness of training to the LSCB to enable them to provide effective scrutiny of the training provided	30/6/10	LSCB Manager		1, Performance is regularly reported to the LSCB and they are able to challenge performance where appropriate (see recommendation 2.2.2)			
				1. Establish reporting arrangements to CTB and LSCB	31/3/10	Governance and Partnerships Project Lead LSCB Manager		2 Annual calendar in place detailing reporting arrangements to CTB and LSCB. 3, LSCB standards and effectiveness unit in place.			
				2. Safeguarding unit re-design to include formal arrangements for QA of individual cases/files.	30/4/10	Deputy Director Partnerships and Governance		4,Standards and effectiveness unit work programme for 10/11 in place 5, LSCB minutes demonstrate regular performance and quality reporting and subsequent actions.			
N/A	1.5.5	Develop and agree an implementation plan for a new and effective performance management arrangements for children's services.	3 31/06/2010	Main Action 1 : Ensure all current performance capacity is consolidated to form a single children's services performance service	31/06/2010	Deputy Director CS Partnerships and governance		Effective system in place and efficiencies made Jointly produced whole service management information, produced more frequently which enables managers to influence performance			
				1.a Identify all current children's performance capacity and related budgets within LA	31/03/10						
				1.b Agree structure and budget for a consolidated children's performance service	30/04/10						
				1.c Implementation plan for the new structure for the performance service	30/05/10						
Theme one : Outcome 6 : Consider requirements for budget realignment to support delivery of children's services priorities											
Lead Accountable Officer : Deputy Director of Children's Services Partnerships and Governance											
				1 Main Action : Review the Service Level Agreement (SLA) with the Children's Rights Service							
				1a , Undertake contract review with The Children's Rights Service provider.	31/3/10	Head of Commissioning					

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AI LAC 7 1.6.1	Within three months, review the level of resource available to support the children in Care Council and increase awareness of its role and membership so that it is more representative of the looked after children population.	2 02/04/10	1b. Ensure full participation of children and young people in review	31/3/10	Chief Officer- CYPSC	AI LAC 7	1, The Care Council will have sufficient resource to fund its current needs in the 2010 - 2011 financial year 2, There will be a sustainable, annually reviewed, funding stream that will allow the Care Council to fulfil its growing role from April 2011. 3, There will be a Children's Rights Service improvement plan that describes how the involvement of children and young people with the Care Council will be broadened to better reflect the age, gender, ethnicity, placement type, SEN and physical disability profile of the looked after children's cohort as a whole. 4, The revised service level agreement for the Children's Rights Service will include robust targets and measures for the engagement of children and young people in the work of the Council. 5, The Children's Services Participation Strategy will clearly describe how members of the Care Council should be rewarded for their contribution.	PI developed and performance evidences that Children and Young People understand the role of the Care Council - End of 2010 All residential homes have a house meeting where they establish if every child understands the role and function of the Care Council Year on year improvement shown through the LAC survey of the number of young people involved in the Care Council	SLA/Contract with Barnardo's for the provision of the Children's Rights Service	Yes - an additional level of resource will be required to support the changes in the SLA		
			1c. Children's Services will identify a sustainable funding stream that will allow the Care Council to fulfil its role	31/3/10	Chief Officer - CYPSC							
			2 Main action: Increase awareness of the Care Council's role and revise its membership so that it is more representative of the looked after children population.									
			2a. The Children's Rights Service will submit plans that detail how it intends to broaden the involvement of children and young people with the Care Council to better reflect the age, ethnicity, placement type, SEN and physical disability profile of the looked after children's cohort as a whole.	31/3/10	Head of LAC Services (upon appointment)							
			2b. An initial review of the service level agreement for the Children's Rights Service will be completed to ensure there are within it sufficiently robust targets and measures for the engagement of children and young people in the work of the Council.	31/3/10	Head of the Virtual School for Looked After Children (via the Children's Rights Service)							
			2c Children's Services will review its participation strategy to determine how members of the Care Council should be rewarded for their contribution.	30/4/10	Head of the Virtual School for Looked After							
			3 Main Action : Develop a performance indicator									
			3a, Review existing surveys (ECM, Care4me) to ensure they address awareness of 'Have Your Say' Care Council.	30/9/10	Head of the Virtual School for Looked After							
			3b, Ensure that statutory reviews consider awareness of 'Have Your Say'	30/9/10								
3c, Annual review to report on membership and representation in terms of age, gender, ethnicity and placement type.	30/9/10											

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A1 SG 2 1.6.2	Immediately undertake a full evaluation of the allocation of children's service resources, to ensure that the capacity of the workforce is sufficient to meet the demand for service at the published threshold	1 31/03/10	Main Action : Evaluate the 2010/11 budget and realign resources to support the improvement plan	31/03/10						
			1.a. Develop proposals to reduce caseload pressures and incorporate into 2010/ 2011 budget proposals	31/01/10	Chief Officer - CYPSC					
			1.b. Develop and agree implementation proposals to maximise the use of additional investment, within the recruitment context for the service	28/02/10	Chief Officer - CYPSC					
			1c. Implement spending plans and saving plans, and regularly monitor	31/03/10	Interim DCS	N/A	Management information is accurately presented in order to inform redesign of the service and to inform service development in order to achieve a reduction in caseload levels from 24 to 22 by 2010/11 and to 20 by 2011/12. Base budget capable of delivering our plans and priorities Appropriate level of resource is allocated to children and young people's social Care Consistently good value for money is achieved in Children and Young People's Social Care and across children's services			
			Main Action 2: Put in place the Children's Services medium-term financial plan which links clearly to service improvement priorities, the commissioning framework and value for money	31/03/10						
			2a. Take stock of existing VfM work and analysis and produce position report	31/3/10	Head of Finance Children's Services					
			2b. Consider options for realignment, link to service review programme and produce report for decision and developing implementation plan	31/7/10						
			Main Action: Implement the service review programme	30/3/10						
			1a. Review arrangements and role of conference chairs to ensure the 15 day timescales for Child Protection Conferences are met	30/3/10			1. Improved performance against timeliness measure and reduction in Child Protection Plans that have been in place for more than 2 years.			Children's Services budget increased by £3m in 2010/11 with £6.2m increase in CYPSC budget.

Source of the Recommendation Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
AI SC 8 1.6.3	Immediately ensure that the capacity for the delivery of child protection conferences matches the demand for service, that child protection core group meetings are effective and actions and outcomes for individual children are monitored against their child protection plan.	1 30th March 2010	1b, Increase note-taker capacity for initial conferences	26/3/10	Senior Child Protection Officer	INT 2	2, Revised arrangements in place for organisation and administration of child protection conferences. 3, All agencies' QA frameworks include monitoring of conference and core group work. 4, LSCB audits demonstrate quarter by quarter improvement.	The percentage of initial child protection conferences held within 15 days of referral is at 85% by March 2011	Links to section 2.1.6 of the Children's Services Improvement Plan	
			1c, Redesign standard documentation and process for management of CiN CPP and Conference and Core Group records	12/2/10						
			1d. Review roles and responsibilities within the child protection conference system to strengthen quality assurance process, including core group attendance	26/2/10						
			1e. Plan inter-agency training programme to ensure all partners understand the status and role of core groups and ensure Quality Assurance of Child Protection Plans continue on a multi-agency basis	26/2/10						
			1f, Ensure that a protocol and measures are in place for all agencies to monitor agency participation in conferences and core groups for children with CPP	28/2/10						
Improvement Theme 2 : Excellent safeguarding standards and practice										
Theme 2 : Outcome 1 : Establishment of high quality operational procedures with strict compliance, good record keeping and clear risk assessed decision making backed up by excellent quality assurance processes Lead Accountable Officer: Chief Officer Children's and Young People's Social Care										
			Main Action 1 : Develop systems , processes and performance measures to deliver improved timeliness and quality of initial assessments	28/2/10						
			For NI 59: 1a Design new working practices for SDMs and TMs to focus on performance management approach to initial assessments,	22/1/10	Chief Officer - CYPSC					
			1b Consult with and train staff to implement new working practices to improve timeliness	30/1/10						
			1c, Complete procurement for organisational development programme which includes training, coaching, mentoring and practice improvement partners	30/1/10	Head of HR Organisational Development					

Source of the Recommendation Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details	
A1SG5 2.1.1	Immediately improve the timeliness and quality of social work responses for assessments, case planning and recording, including the analysis of risk, to meet minimum standards.	1 28/02/10	1d, Set individual and team accountabilities and performance targets aligned to the required corporate performance targets/outcomes and managed through the supervision and appraisal processes; set by 13/2/10; supervision monthly; and appraisal annually.	13/2/10	Chief Officer - CYPSC					Children's Services Priority Improvement Plan 1.5.3 (Establishment of rigorous quality assurance and performance management arrangements)	
			1e, Review the process for S47 referrals and specify changes required to ESCR/working practices to conform to best practice,	30/1/10							
			1f, Complete the data cleansing in ESCR for all referrals to remove those erroneously 'open'	13/2/10							
			1g, Re-run the Q3 performance analysis and establish the variance from original; inform further action required for main target,	17/2/10							
			1h, Design and produce ESCR based senior managers 'dashboard' showing weekly performance and trends, by team, area and city.	13/2/10							
			1i, Through ESCR Development Board prioritise and deliver any improvements identified in action 1g.	3/4/10							
			1j, Review the impact of prioritising assessments to ensure that quality of assessments and the timely delivery of other work is not jeopardised.	Ongoing on a monthly basis from Feb							
			Main Action 2: Develop systems , processes and performance measures to deliver improved timeliness and quality of core assessments.								
			For NI 60:								
			2a Design new working practices for SDMs and TMs to focus on performance management approach to core assessments,	22/1/10	Chief Officer - CYPSC						
2b Consult with and train staff to implement new working practices to improve timeliness	30/1/10										
2c, Complete procurement for organisational development programme which includes training, coaching, mentoring and practice improvement partners	30/1/10	Head of HR Organisational Development									

Source of the Recommendation	Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
AI SG 6 /IN 1.4	2.1.2	Immediately accelerate plans to introduce a comprehensive performance management and quality assurance framework to support casework practice relating to contacts,	01/04/10	2d, Set individual and team accountabilities and performance targets aligned to the required corporate performance targets/outcomes and managed through the supervision and appraisal processes; set by 13/2/10; supervision monthly; and appraisal annually.	13/2/10	Chief Officer - CYPSC					
				2e, Review the process for S47 referrals and specify changes required to ESCR/working practices to conform to best practice,	30/1/10						
				2f, Complete the data cleansing in ESCR for all referrals to remove those erroneously 'open'	13/2/10						
				2g, Re-run the Q3 performance analysis and establish the variance from original; inform further action required for main target,	17/2/10						
				2h, Design and produce ESCR based senior managers 'dashboard' showing weekly performance and trends, by team, area and city.	13/2/10						
				2i, Through ESCR Development Board prioritise and deliver any improvements identified in action 1g.	3/4/10						
				2j, Review the impact of prioritising assessments to ensure that quality of assessments and the timely delivery of other work is not jeopardised.	Ongoing on a monthly basis from Feb						
				2k, Track all core assessments starting from 8/1/10 (i.e. those which will be complete in March 2010) and include two quality reviews in the process to ensure timely completion, to quality, will be achieved.	31/3/10						
AI SG 6 /IN 1.4	2.1.2	Immediately accelerate plans to introduce a comprehensive performance management and quality assurance framework to support casework practice relating to contacts,	01/04/10	Main Action 1: Introduce immediately all available performance management and quality frameworks and train key staff on utilising these to improve management and working practices.	1/4/10	Head of Service Transformation		1, All managers have completed training on and are using the quality assurance and performance management framework in: - their daily working routine; - monitoring; and - supervision.	1, NI 59 - whilst maintaining high quality, increase the percentage of initial assessments for children's social care carried out within timescale to 72% for the month of March 2010, to 80% for the month of October 2010 and to 80% by end of March 2011 (i.e. the annual cumulative figure) 2, NI 60 - whilst maintaining high quality, increase the percentage of		
				1a, review the draft Quality assurance and performance management framework and launch the agreed version	31/3/10						
				1b, Develop team performance profiles	28/2/10						
				1c, Roll out manager training to embed the use of performance data	31/3/10						

Source of the Recommendation	Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
		referrals and assessments.		1d, Establish performance and quality arrangements to measure effectiveness and quality of contact centre arrangements.	1/4/10	Chief Officer - Early Year and IYSS		2, Process in place to track pathways of cases which are directed from contact centre to agencies other than social care. 3, Results of case tracking reported on quarterly basis to Contact Centre board.	core assessments for children's social care that were carried out within 35 working days of their commencement to 80% for the month of March 2010, to 84% for the month of October 2010 and to 85% by the end of March 2011 (i.e. the annual cumulative figure)		
ALSG 9	2.1.3	Within three months ensure children and young people and their parents receive information on how to make complaints and gain access to the advocacy service.	2 02/04/10	Main Action 1 : Ensure children and young people and their parents receive information on how to make complaints and gain access to the advocacy service 1a, Review service user information documentation. 1b, Include requirement to share information about how to make a complaint with children, young people and their families in the service standards and quality assurance requirements. Main Action 2: Monitoring the delivery of information to children and young people and their parents regarding how to make a complaint and gain access to the advocacy service 2a, Introduce mandatory field in ESCR to identify that complaints documentation has been given to children, young people and their families. 2b Monitor take-up quarterly, on a team by team basis	2/4/10 28/2/10 28/2/10 Ongoing 1/4/10 Every quarter from April 10	Compliments and Complaints manager Head of Transformation CYPSC Head of Transformation CYPSC	N/A		Q1 in 10/11 establishes baseline for existing performance on ensuring service user awareness of complaints. Targets set for Q2, Q3 and Q4. Annual target of 80%. Target for 11/12 is 100%. Statutory reviews examined knowledge of complaints procedure at least annually and always at 28 day review.		
				Main Action 1: Ensure children, young people and their families are involved in the Child Protection Process. 1a, Review and revise current arrangements for access to reports and participation in conferences	31/3/10	Senior Child Protection Officer					

Source of the Recommendation	Recommendation Ref	Recommendation	Urgency	Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
AI SG 10	2.1.4	Within three months ensure the involvement of children, young people and their families in the child protection process is consolidated and records demonstrate that practice is being implemented effectively and their views taken into account.	2	30th March 2010	1b, Deliver mandatory staff training on family participation in initial core and risk assessment	31/3/10		N/A	Increased and improved participation in child protection process by children, young people and families			
					1c, Include participation in the service standards and quality assurance framework	31/3/10						
					1d, Ensure children , young people and families are enabled to participate in the redesign of conference arrangements	1/7/10	Chief Officer Children and Young People's Social Care					
					Main Action 2: Ensure that we can demonstrate that children and young people are engaged with the Child Protection Process	31/3/10	Senior Child Protection Officer					
					2a, Establish a baseline and set targets, for 2011, relating to participation in the Child Protection Process	1/7/10	Senior Child Protection Officer					
AI SG 13	2.1.5	Within six months complete an analysis of why there is such a high proportion of children who are the subject of a child protection plan for two or more years.	3		Main Action 1: See recommendation column		Leeds Safeguarding Children Board Manager	N/A	Review completed with recommendations			No
					1a, Establish a review team and terms of reference	1/3/10						
					1b, Initially undertake a review of the conference minutes for all cases where children have ceased to be subject to a child protection plan in the last year, but prior to this had been subject to a plan for two or more years,	1/6/10						
					1c, Establish key emerging themes and undertake further analysis where appropriate							
					1d Draw conclusions and make recommendations							
1e report to the LSCB	01/07/10											
INI.1	2.1.6	Improve the response to child protection referrals to meet statutory guidelines, and ensure discussions with the police and other agencies take place in a timely manner in all relevant circumstances, as set out in Working Together to Safeguard	2	31/03/10	Main Action 1: See recommendation column		Head of Service W/NW		Section 47 standards and procedures are reviewed and reissued.		Section 1.6.3 of the Children's Services Priority Improvement Plan	
					1a, Review referral and assessment procedures to include clear definitions and recording protocols for contacts and referrals.	31/3/10						
					1b, Review protocol of joint working between social care and the police / other agencies (where appropriate)	28/2/10	Chief Officer CYPSC/ Senior					
		Main Action 2: Monitoring progress										

Source of the Recommendation Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
	Children'		2a, Audit of compliance against new standards for section 47 procedures - including strategy meetings, in order to establish a baseline 2b, Subsequent audit of compliance to test effectiveness of the actions	31/3/10 10/10/10	Child Protection Officer					
IN 1.3 a 2.1.7	The Council needs to ensure that it has effective information management arrangements in place, ensuring that records for all children and young people are up-to-date	2	Main Action 1: See recommendation column 1a) Develop and implement revised dashboards in ESCR to identify data completeness/quality issues by 13/2/10. 1b) Revise key forms (CiN, CPP etc) to streamline the completion process and release by 13/2/10 . 1c) Review record keeping as part of the QA process and development of new standards 1d) Include information management arrangements in staff learning and development programme. 1e) Provide remote access to staff so that records can be maintained from 'off-network' locations 1f. Continue programme of record keeping audit	13/2/10 31/3/10 Various dates for functional areas 1/7/10 Phased from 6/02/10 then 31/07/10 ongoing	Head of Transformation	N/A	For electronic records; Demonstrable improvement in the quality and completeness of records in ESCR identified through analysis of revised dashboards which show 'overdue' record keeping reducing as data cleansing achieved. Evidenced also through easier production of NI and other performance and management information (quicker, more accurate at source). Engagement in the use of ICS; ensuring appropriate design, implementation, training and development to ensure universal usage. For paper records The findings from audit activity identifies any shortfalls in case file management and instigate corrective actions. Corrective action sheets are completed and audits of these demonstrate improved compliance		ESCR Development Plan ICS Project Plan	Business Analysts for forms and process design ESCR development, QA & Performance Management staff (pending on-going recruitment) ICT for remote access (Budget & Staff to implement)
IN 1.3 b 2.1.8	Ensure that assessment reports are routinely shared with parents as appropriate	2 31/03/10	Main Action 1: See recommendation column 1a, Ensure this activity is included in the revised Quality Assurance framework and service standards 1b,, Communication of this requirement to Service Delivery Managers, Team Managers and Social Workers. 1c, Revised documentation for assessments to ensure parental participation and agreement is recorded Main Action 2 : Develop clear monitoring arrangements to ensure that reports are shared with parents 2a, Include in the case file audit 2b, Include in the customer feedback questionnaire	31/3/10 31/3/10 31/3/10 31/3/10 31/3/10 31/3/10	Head of Service Transformation CYPSC Head of Service Delivery WNW Head of Service Transformation CYPSC		Recorded evidence through ESCR that assessments are being shared with parents routinely Benchmark is set and performance is monitored through dashboards. Audit of case recording demonstrates compliance with the requirements User feedback in quality assurance framework shows increased participation in assessments and improved satisfaction with the process		Linked with section 2.1.4 and 5.34	

Source of the Recommendation Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
Theme 2: Outcome 2: Revise the operation of the Local Safeguarding Children's Board to ensure it is able to carry out all its functions effectively Lead Accountable Officer: Deputy Director of Children's Services Partnerships and Governance										
AI SG 11 2.2.1	Within three months improve access to multi-agency child protection training delivered by the Leeds Safeguarding Children Board in order to ensure all partner agency staff are well informed and they know and understand their child protection roles and responsibilities.	2 03/05/10	Main Action : See recommendation column							
			1a, LSCB agreement to restructure training programme in order to agree arrangements for delivery of level one and two training	26/1/10	Leeds Safeguarding Children Board Manager	N/A	1, Increase in training places available (from May 2010) 2, Reduction in waiting lists (May 10 – July 11) 3, Evidence of impact on safeguarding practice using follow up evaluations to be completed by course attendee and line manager 3 months after course (May 2010 – March 2011)	LSCB Training Needs Analysis	<ul style="list-style-type: none"> • LSCB budget uplift agreed for 2010/11 enables recruitment of a Training Officer to the LSCB Support Team. • Additional trainer required to support the LSCB in delivering training, in order to meet the success criteria • Partner Agencies required to identify staff to become active members of the LSCB Training Pool (required to deliver action 1b) 	
			1b, Agree arrangements for the delivery of specialist multi-agency training	26/1/10						
			1c, Partner agencies to identify trainers for LSCB training pool	28/2/10						
			1d, New training calendar to be issued (May 10 – March 11)	22/3/10						
			1e, Training for Trainers events to be held	31/3/10						
			1f, LSCB Learning & Development sub group to agree revised contents of courses	31/3/10						
			1g, Briefings for trainers on specific courses	26/4/10						
			1h, Delivery of new courses within new training calendar.	3/5/10						
			Main action 1: Review the LSCB.							
			1a, Project lead and project plan to be agreed	31/1/10	Partnerships and Governance Project Lead					
			1b, Development of proposals and consultation with key partners and stakeholders to take place	26/3/10						
			1c, Draft constitution, supporting paperwork, membership, work programme, communications plan to be developed	26/3/10						
			1d, Secure core resource for LSCB business support (Linked with main action 3 below)	TBC - as it is dependant on other actions	LSCB Manager					
			1e, Review recommendations to be incorporated into proposals for the new CTb and revised LSCB	1/3/10	TBC					
			1f, Implementation of the review's findings	TBC - as it is dependant on other actions	LSCB Manager/ Partnerships and Governance Project Lead					
			Main Action 2: LSCB evaluation of the effectiveness of safeguarding arrangements in Leeds							
			2a:Annual review to include a report to the Children's Trust Board evaluating the effectiveness of safeguarding activity in Leeds and identify areas for improvement							
							Main Action 1 - 1) Revised Board meets (end April) 2) LSCB Annual Review to include a report to the Children's Trust Board evaluating the effectiveness of safeguarding			<ul style="list-style-type: none"> 1, LSCB budget uplift agreed for 2010/11 enables recruitment of : - a second Assistant Manager (with a lead on performance management) - Training Officer to the LSCB Support Team. - A permanent
									* Independent	

Source of the Recommendation Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
A1SG12 2.2.2	Strengthen the Leeds Safeguarding Children Board arrangements in providing challenge and monitoring safeguarding across the partnership so that more rapid progress is made in delivering robust safeguarding services across Leeds for children and young people	3 31/08/10	2b, Develop a proposal, and submit it to the DCSF, for the procurement of additional resources to provide performance management support, in order to inform the development of the CYPP	30th March 10	Leeds Safeguarding Children Board Manager		The effectiveness of safeguarding activity in Leeds and identifying areas for improvement. Main Action 2 - An effective annual review, which includes a report to the Children's Trust Board evaluating the effectiveness of safeguarding activity in Leeds and identify areas for improvement is complete and considered as required Main Action 3 - Monitoring arrangements are in place and demonstrate effective implementation of the learning from serious case reviews Main Action 4 - Proposal is agreed and resources are made available for implementation		Review of LSCB • Review of Children's Trust arrangements • Ofsted findings from safeguarding inspections (unannounced, announced, settings inspections)	Quality Assurance Officer to LSCB Support Team - A further Admin Assistant post to LSCB Support Team 2, Immediate performance management capacity in the LSCB Support Team is required to develop the LSCB Performance Management Framework (for 2010/11) and to collate and analyse available data from 2009/10. An individual seconded from a partner agency might be appropriate.
			2c, Implement the proposals detailed in action 2b	From 1st May						
			Main Action 3: Ensure that the learning for Leeds Serious Case Reviews is effectively disseminated and implemented							
			3a, Ensure that the learning from Leeds Serious Case Reviews is disseminated	Ongoing						
			3b, Put in place arrangements for monitoring the effectiveness of individual agencies' approaches to implementing the recommendations from serious case reviews	31/8/10	Deputy Director - Partnerships and Governance					
			Main Action 4: Undertake an options appraisal and agree a proposal for the development of an integrated safeguarding unit in order to consolidate existing capacity relating to policy, performance management, QA and training for safeguarding	30/4/10						
			4.1 Audit existing safeguarding resources							
			4.2 Develop proposals for an integrated safeguarding unit							
Theme Two : Outcome Three : Improve Early Intervention and prevention by: good information sharing, adherence to clear thresholds, use of CAF and effective interagency working. Lead Accountable Officer: Chief Officer Early Years and IYSS										
			Main Action 1: See recommendation column							
			1a, Review ESCR arrangements for identifying contacts and referrals.	28/2/10						
			1b, Publish staff guidelines on new classifications	28/2/10						
			1c, Include in service standards and QA procedures.	28/2/10						
			1d, Complete options appraisal from BPR review of contact centre procedures and identify preferred delivery model	7/3/10						

Source of the Recommendation Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
A1 SC 4 2.3.1	Immediately re-configure the contact centre procedure and practice for the classification of contacts and referrals so that these are more closely aligned with the definitions set out in national guidance; and evaluate the implementation of recent improvements to consolidate and inform further development.	1 31/03/10	1e, Conduct a 3 month and 6 month review of arrangements	31/05/10 and 31/08/10	Head of Service Transformation CYPSC / Contact Centre Project Manager		Classification arrangements revised and new reporting in place. Identify preferred delivery model and action plan by the end of March Case tracking demonstrates timely response by agencies to cases not referred to social care producing good outcomes	Reduction of the number of repeat referrals to 20% for 2009/10 NI 59 - whilst maintaining high quality, increase the percentage of initial assessments for children's social care carried out within timescale to 72% for the month of March 2010, to 80% for the month of October 2010 and to 80% by end of March 2011 (i.e. the annual cumulative figure)	Children's Services Priority Improvement Plan 2.1.6 , 2.1.3.	Staffing required for the delivery of the new model
			1f, Ensure sufficient trained social care staff are in place to enable screening of calls	31/3/10						
			1g, Put in place a robust process to ensure that referrals to the contact centre which do not meet the CYPSC threshold receive appropriate multi agency action	31/3/10						
			1h, Ensure a robust process is developed and implemented for tracking the progress of cases not for action by CYPSC or progression through the common assessment process	31/3/10	Head of Service Transformation CYPSC / Contact Centre Project Manager					
			1i, Implement training for all contact centre staff on new processes	From March 10						
			1j, Produce an ISCB report for the March meeting to set out challenges of referrals to help manage the demand and ensure ownership of the issues and response to make improvements in each service area.	22/2/10	Chief Officer - Early Year and IYSS					
			Main action 2: Ensure robust data is available which reflects the referrals made into the contact centre	31/3/10	Head of Service Transformation CYPSC / Contact Centre Project Manager					
			2a, Develop proposals for the implementation of robust processes for the collection and analysis of data on contacts and referrals	31/3/10						
			2b, Develop a process for reporting the data emerging from the contact centre	31/3/10						
			2c, Agree targets for the reduction of inappropriate referrals for each agency based on data collection and analysis	31/3/10						
			Main Actions 1: Establish and embed clear multi-agency thresholds	30/1/10						
			1a, Consider the appropriateness of and, if agreed, mandate the Integrated Processes Group to:							

Source of the Recommendation	Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
IN 3 a	2.3.2	The Council will have clear multi-agency thresholds in place, shared with and understood by partners, in order for children and young people to access appropriate services and to ensure consistent and high quality referrals from other agencies.	31/01/10	1a i) Develop a communications plan for the implementation of the thresholds documentation	1/6/10	Chief Officer Early Years and IYSS		Multi-agency thresholds documents are available in all agencies Quality Assurance process demonstrates consistent application of thresholds All contacts into the contact centre are undertaken using the common referral form.			
				1a ii) Review/ refresh existing thresholds guidance	1/6/10						
				1b, Produce an ISCB report for the March meeting to set out challenges of thresholds to help manage the demand and ensure ownership of the issues and response to make improvements in each service area.	22/2/10						
				Main Action 2: Ensure there is a quality assurance process in place	30/3/10	Head of Transformation CYPSC					
				2a. Quality Assurance process is in place	30/3/10						
				2b. Develop a process for measuring the number of referrals made using the common referral form	30/3/10						
				2c, Ensure ISCB members are asked to provide evidence of the processes they have in place to ensure that that the threshold documents have been effectively rolled out and embedded in their agency and establish the effectiveness through monitoring the number of inappropriate referrals on an agency by agency basis	1/3/10	Chief Officer Early Years and IYSS					
				Main Action 1: Further embed the use of CAF							
				1a, i) All Children's Trust Partners are to ensure that staff teams and contracted services are performance managed to increase the initiation of, and co-operation with, the common assessment process ii) Base lines to be developed by 30th April 10	Ongoing from 30th April 10	i) Trust Partners ii) Integrated Processes Manager					
				1b, Review current arrangements and develop proposals for methods for establishing monitoring arrangements for: i) Embedding the common assessment ii) Establishing feedback on the common assessment process and responding to this as appropriate	23rd April	Integrated Processes Manager					

Source of the Recommendation	Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
IN 1.5	2.3.3	Further embed the use of the CAF in practice across children's services so that it is effectively used to inform early intervention.	2 30/09/10	1c, Establish a solution to the identified issues which are prohibiting the NHS from engaging fully in the CAF process	30/4/10	Chief Officer Early Years and IYSS / Acting Director of Operations - Children and Families Services - Education Leeds		1, Increase in the use of CAF 2, Reduction in the number of children that are looked after 3 Reduction from the baseline of the number of referrals to social care and other specialist services which have not been subject to a CAF 4, A rise in customer satisfaction and on effectiveness measures which are taken after a CAF is closed 5, An increase in the number of agencies undertaking the common assessment process.	1, A 10 % reduction in referrals to specialist agencies where no CAF is completed 2, A 10% Increase in the number of CAFs successfully closed 3, ensuring 90% of CAF meetings are held within 2 weeks of the designated date - 30/09/10 4, ensuring 96% of CAF meetings are held within 2 weeks of the designated date - 30/09/11	Integrated Processes Project Plan	
				1d, Monitor compliance with requirements to undertake a common assessment prior to referring to the contact centre	From 30th March	Chief Officer Early Years and IYSS					
				1e, Ensure 15 Intervention Panels and 3 Children Leeds Panels are established and functioning providing city wide coverage.	31/3/10	Children Leeds and Intervention Panel Manager					
				1f, Ensure management information on training and initiation of CAFs is available for all agencies and is utilised to enable targeted support to be provided to agencies experiencing difficulties in undertaking CAFs.	30/3/10	Integrated Processes Manager					
				1g, Ensure that Integrated Services Leaders are in post	1/2/10	Strategic Manager Study Support					
				1h, Improve timeliness of CAF process to ensure that 90% if CAF meetings are held within 2 weeks of the designated date (see Performance Target 3 and 4)	30/9/10	Integrated Processes Manager					
				1i, Develop and implement a training programme to support i) contact point ii) the common assessment is completed and sufficient practitioners are trained	1/9/10	Workforce Development Manager					
				1j, Develop and launch the Family Hub directory service	30/3/10	CIS Manager					
				1k, Produce an ISCB report for the March meeting to set out challenges of CAF to help manage the demand and ensure ownership of the issues and response to make improvements in each service area.	22/2/10	Chief Officer - Early Year and IYSS					

Source of the Recommendation Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
Improvement Theme 3 : Improved outcomes for looked after children										
Theme three: Outcome one : Improve placements for Looked After Children Lead Accountable Officer : Chief Officer Children and Young People's Social Care										
A1 LAC 3.1.1	Within three months strengthen the arrangements for monitoring the quality and outcomes of external placements, particularly in residential special schools and for those children and young people who are in schools out of the city.	2 01/04/10	Main Action 1: Strengthen the arrangements for monitoring the quality and outcomes of external placements		Head of the Virtual School for Looked After Children and / Head of LAC Services - when appointed.					
			1a, Develop and publish the revised quality framework for monitoring outcomes in external placements .	1/4/10	Head of Service (Children's Residential) will work with Head of Commissioning and Contracts	1, The immediate and compulsory implementation of a contracting framework and supporting documentation will be introduced to all new placements and those placements that will continue into 2011/2012. 2, All planned placements will be approved by the Chair of the Placements Group 3, Revised frameworks and SLA in place for financial year 10 / 11				
			1b, Review existing contract template to ensure it is effective and includes the requirement to meet the national minimum standard	1/4/10	Head of Commissioning - CYPSC					
			1c, Review the current use of the independent visitor and Children's Rights Service functions for Children and Young People in external placements .	1/4/10	Head of Service (Children's Residential)					
			1d, Ensure that children and young people are involved in the redesign of the above commissioning and quality processes	1/4/10	Chief Officer Children and Young People's Social Care					
A1 LAC 8 3.1.2	Improve the range of placement choice available, particularly those from minority ethnic communities or for those children and young people with complex needs	3 31/07/10	Main Action 1: Review and revise the existing placement strategy.	31/7/10						
			1a, Review the needs analysis and develop a needs profile based on this.	31/7/10	Head of Service (Children's Residential)	1, New placement strategy in place 2, The provision of sufficient capacity and choice is in place to meet future demand 3, The Care 4 Me survey indicates improved service user satisfaction with the available service provision	NI 62 - The stability of placements of looked after children; number of placements - improve performance against this indicator	Children's Homes Service Improvement Plans 2010 - 11 Residential review		
			1b, Review statements of purpose and functions for all existing provision							
			1c, Review sustainability of the current mix of provision .							
			1d. Review menu of provision for unaccompanied asylum seeking children and develop an action plan to improve the range and quality of services							
1e. Monitor impact of the increased capacity provided by the new short breaks facility at Rainbow House and the Holton Unit to determine appropriateness of the work done to match needs and services for disabled children										

Source of the Recommendation	Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
				1f. Work with the regional centre of excellence for procurement to develop and implement a market procurement plan							
				1g. Ensure that children and young people are involved in the redesign of the processes and provision		Chief Officer Children and Young People's Social					
Theme Three : Outcome 2: Reduce the number in care and time spent in care Lead Accountable Officer : Chief Officer Children and Young People's Social Care											
	3.2.1	Reduce the numbers in care and time spent in care	4 30/07/10	Main Action 1: See the Recommendation column 1a, Undertake immediate review of all looked after children placed with their parent and consider the appropriateness of alternative orders 1b, Include within the revised Placement Strategy for CYPSC a review of residential placements to support more creative arrangements for preventative work with adolescents and their families 1c, Develop a dedicated staff to undertake intensive work to support the discharge of children and young people accommodated under section 20 of the Children Act (1989) 1d, Implement the action plan to increase the provision of in house placement capacity for fostering and adoption, 1e, Ensure that children and young people are involved in the redesign of the processes and provision 1g,. Review of the targets currently set in the CYPP to reflect the population growth and changing demographics; provide benchmarks against regional, core cities and national indicators.	30/3/10 30/7/10 30/7/10 31/1/11 30/7/10	Chief Officer Children and Young People's Social Education Leeds Director of Learning Environments	IN T2	Improvements across three distinct areas : a, Prevention : a reduction in the need for children and young people to become looked after. b, Provision of appropriate care for all looked after children c, Implement better planning and management arrangements to improve case planning, permanency planning and the timely discharge of looked after children from care.	Additional 40 foster carers approved by March 2011 Additional adopters approved by March 2011 NI 61 - Timeliness of placements of looked after children for adoption following an agency decision on that a child should be placed for adoption - Target for 2009/2010 - 85%		1, Additional 2 million revenue funding from 2010 / 11 2, Additional budget for staffing identified in 10/11 revenue budget
				Main action 2: Take stock of existing work that can contribute to the reduction of the numbers in care and time spent in care	30/3/10						

Source of the Recommendation	Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
				2a, Develop the next steps following the stocktake	30/3/10	Head of Finance Children's Services					
				2b, Review the effectiveness of existing preventative arrangements and agree revised arrangement.	30/6/10						
Theme Three : Outcome 3 : Ensure effective planning for children and young people in care and leaving care Lead Accountable Officer : Chief Officer - Children and Young People's Social Care											
AI LAC 2	3.3.1	Within three months improve the quality of core assessments and case records.	2	02/04/10	Main action 1: Develop Systems , processes and performance measures to deliver improved timeliness and quality of core assessments.		Chief Officer - CYPSC				
					For NI 60:						
					1a, Design new working practices for SDMs and TMs to focus on performance management approach to core assessments,	22/1/10					
					1b Consult with and train staff to implement new working practices to improve timeliness	30/1/10					
					1c, Complete procurement for organisational development programme which includes training, coaching, mentoring and practice improvement partners	30/1/10	Head of HR - Organisational Development CYPSC				
					1d, Set individual and team accountabilities and performance targets aligned to the required corporate performance targets/outcomes and manage through the supervision and appraisal processes; set by 13/2/10, supervision monthly, appraisal annually.	13/2/10			1, Provider for the organisational development programme is identified and the programme has commenced from May 2010 (action 1c)		
					2e, Review the process for S47 referrals and specify changes required to ESCR/working practices to conform to best practice,	30/1/10			2, 270 staff have completed the intensive training on assessment	NI 60 - whilst maintaining high quality, increase the percentage of core assessments for children's social care that were carried out within 35 working days of their commencement to 80% for the month of March 2010, to 84% for the month of October 2010 and to 85% by the end of March 2011 (i.e. the annual cumulative figure)	
					2f, Complete the data cleansing in ESCR for all referrals to remove those erroneously 'open'	13/2/10			3, PIPs are in place		
2g, Re-run the Q3 performance analysis and establish the variance from original; inform further action required for main target	17/2/10			4, File audits demonstrate improvement in quality of assessments							
2h, Design and produce ESCR based senior managers 'dashboard' showing weekly performance and trends, by team, area and city.	13/2/10	Chief Officer - CYPSC		5, Improvements in data quality and compliance with ICS requirements							
								6, Impact assessments are recorded to show that risks are mitigated		Children's Services Priority Improvement Plan section 2.1.1	

Source of the Recommendation Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
			2i, Through ESCR Development Board prioritise and deliver any improvements identified in action 1g.	3/4/10						
			2j, Review the impact of prioritising assessments to ensure that quality of assessments and the timely delivery of other work is not jeopardised.	Ongoing on a monthly basis from Feb						
			2k, Track all core assessments starting from 8/1/10 (i.e. those the which will be complete in March 2010) and include two quality reviews in the process to ensure timely completion, to quality, will be achieved.	31/3/10						
AI LAC 3.3.2	Within three months ensure all looked after children and young people are made aware of how to make a complaint	1 02/04/10	<p>Main Action: See the Recommendation column</p> <p>1a, Review existing arrangements and documentation.</p> <p>1b, Work with the 'Have your say' Care Council to develop new arrangements.</p> <p>1c, Inform all existing looked after children and carers of new arrangements.</p> <p>1d, Establish procedure for advising new admissions.</p> <p>1e, Include requirements in service standards and QA framework.</p> <p>1f, Review the current use of the independent visitor and Children's Rights Service functions</p> <p>1g, All statutory reviews to record that children and young people are aware of complaints procedures and safeguarding arrangements are in place to ensure access to the complaints process</p> <p>1h, Ensure access to the children's rights services for all looked after children and young people</p> <p>1i, Develop a measurement and target which demonstrates awareness of how to make a complaint.</p>	1/4/10	<p>Head of Service (Children's Residential) / Head of LAC Services - when appointed.</p> <p>Service Delivery Managers</p> <p>Head of Service (Children's Residential)</p> <p>Head of the virtual school for Looked After Children</p>		<p>1, 'Care 4 Me' survey shows improved levels of awareness of and satisfaction with services provided and complaints procedures.</p> <p>2, Statutory reviews demonstrate increased awareness of complaints procedures.</p> <p>3, Children's Rights Service SLA revised and implemented</p>	<p>Q1 in 10/11 establishes baseline for existing performance on ensuring service user awareness of complaints.</p> <p>Targets set for Q2, Q3 and Q4. Annual target of 80%. Target for 11/12 is 100%.</p> <p>Statutory reviews examined knowledge of complaints procedure at least annually and always at 28 day review.</p>	<p>Section 3.3.3, 3.3.4 and 1.5.1 of the children's services priority improvement plan</p>	<p>Additional resources may be required due to the requirement to change the SLA with the children's rights service</p>

Source of the Recommendation Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
			1j, Ensure that children and young people are involved in the redesign of the processes and provision		Chief Officer Children and Young People's Social Care					
AI LAC 4b 3.3.3	Within three months ensure that clear systems exist so lessons learned from complaints can help shape services and strengthen access to the children's rights services, particularly for those in out of city placements.	2 02/04/10	Main Action 1: See recommendation column 1a, Establish quarterly management reviews to identify themes emerging from existing complaints and run annual learning events for all staff linked to the annual report produced by the Complaints Service	2/4/10	Head of Compliments and Complaints CYPSC		1, Review programme and learning events are in place 2, Care 4 Me survey shows improved levels of awareness of, and satisfaction with, complaints arrangements 3, Quality Assurance of external placements demonstrates increased awareness of complaints procedures and access to Children's Rights Service			
AI LAC 4c 3.3.4	Within three months ensure access to the Children's Rights Service, particularly for those in out of city placements is strengthened	02/04/09	Main Action 1: Review existing SLA with current Children's Rights provider and associated procedures around referral and take up 1a, Introduce a mandatory requirement within the looked after children's procedures for social workers to complete the revised referral pro forma to children's rights within 48 hours of placement commencement. The pro forma will include the name and placement type and contact details. Social Workers will ensure that all young people are provided with the Leeds Children's Rights information pack at their first visit.	02/04/09	Head of service residential homes / Head of Commissioning Manager of the children's rights service		1, File audits demonstrate social workers complete a referral proforma to Children's Rights Service within 48 hours of the commencement of the placement		N/A	Adjustments to the current Barnardo's SLA
AI LAC 5 3.3.5	Within three months ensure the views of looked after children and young people are sought and taken into account in the reshaping of services for looked after children.	2 02/04/10	Main Action 1: See recommendation column 1a, Chief Officer to champion the use of the overarching participation strategy to ensure that looked after children and young people are involved for every aspect of service redesign	Ongoing	Chief Officer Children and Young People's Social Care		1, There will be clear evidence of the demonstrable impact of on service development and delivery of the consultation with children and young people		MALAP Exec and Corporate carer forward plans and SLA for the Children's Rights Service Linked with Action I.5.3 in the Improvement	See 1.6.1
			Main Action 1: See recommendation column				1, Every looked after child or young			

Source of the Recommendation	Recommendation Ref	Recommendation	Urgency	Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
All LAC 9	3.3.6	Within six months improve the effectiveness and relevance of personal education plans	3	02/07/10	1a, The Extended School presents a revised draft of the Personal Education Planning process to a sample of Designated Teachers and Independent Reviewing Officers by April 2010.	1/4/10	Head of the Virtual School for Looked After Children		<p>person will have a Personal Education Plan (PEP).</p> <p>2, PEPs will present a concise and clear record of current attainment and progress against potential and current attainment targets</p> <p>3, Copies of PEPs will be available to the Leeds Extended School which will include regular feedback on their quality in their work with Designated Teachers and their reports to the MALAP Exec and the Corporate Carer Group.</p> <p>4, There will be a continued upward trend in the educational outcomes of looked after children which continues to narrow the gap with the rest of their peers and the gap between their actual attainment and their potential.</p> <p>5, All statutory reviews for LAC and SEN to include a review of PEP</p>	Increased levels of attainment and rates of attendance for looked after children.	LEXS Improvement Plan	Yes - the current LEXS team can engage effectively with all secondary school Designated Teachers but extending that to all Primary School Designated Teachers will require the confirmation of the appointment of 2 x SO1.
					1b, The final agreed planning process, and associated record keeping format, will be included in the Summer 2010 cycle of Designated Teacher training and communicated to all Social Workers, Fostering Officers, Carers and IROs by June 2010.	1/6/10						
					Develop and embed a quality assurance framework for PEPS	2/7/10						
					1d, Members of the Extended School will expect to receive copies of current PEPs during their existing round of meetings with individual Designated Teachers from February 2010 onwards and strengths and areas for development noted.	From 01/02/10						
Improvement Theme 4 : All young people participating fully, socially and economically												
Theme 4 : Outcome One : Implement an action plan to reduce the numbers of NEET (including the number of not knowns)												
Lead Accountable Officer : Chief Officer - Early Years and IYSS												
					Main Action1 : Resolve IT issues that inhibit full recording of information on Insight database							
					1a Establish a time limited project team to problem solve the issues	30/4/10	Chief Officer IT Services		Improved network access for providers of IAG	1, Reduction in the number of young people whose status is not known to target of 6.3% by Nov/Jan 2011		
					Main Action 2 Reduce the not known and NEET figures							
					2a Establish information sharing protocols across the partnership on young people who cannot be contacted, or status is not known or expired	30/4/10	Chief Officer Early Years and IYSS		Information is safely shared across partners			

Source of the Recommendation	Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details	
INT1.7	4.1.1	Reduce the number of 16-19 year olds who are not in Education, Employment or training	31/03/11	2b Ensure that all High Schools comply with the statutory guidance for careers education (CE) and impartial information and advice and guidance (IAG) including the identification of a nominated senior lead on the participation status of young people on school roll	30/4/10	Head of School Improvement	PI 3 - INT 1.7	Compliance with CE and IAG	Reduction in the number of young people whose status is not known to target of 6.3% by Nov/Jan 2011 NI117 reduce the number of 16- 18 year olds who are not in education, training or employment to 6.8 % 2010 /11	NEET action plan CYPP Priority 13 - 19 Learning and Support Plan		
				2c All High School head teachers, NEET officers and School Improvement Partners (SIPs) are provided with management information on pupils whose status is NEET or unknown, in particular management information highlighting High Schools that are NEET ' hot spots'	31/3/10	NEET Activity Manager		Management information is provided to partners monthly				
				2d, Improve quality and consistency of inputting onto the Insight database	ongoing	IYSS Manager		All Pas are inputting data on the insight data base				
				2e, Ensure quality management information is provided to all providers of IAG to inform their QA and monitoring	30/4/10	IYSS Service Development Manager		Contract visits are regular				
				2f, Ensure contract monitoring arrangements are in place and tightly operated	30/4/10	IYSS Service Development Manager		Quality standards are applied by contract officers				
				Main Action 3: Perform well on the January and September Guarantee								
				3a Provide appropriate and accessible provision that is responsive to need as identified by young people and PAs	30/9/10	Head of the IYSS and Head of 13-19 Planning and Coordination		A diverse menu of provision is available for young people				2, January and September guarantee figures are in line with statistical neighbours
				Main Action 4 : Prepare for the development of a robust Raising Participation Age strategy								
				4a, Launch of IAG Strategy and introduction of new quality standards	31/3/10	Operations Director Connexions Leeds		All providers 'attain kite' mark and all PAs engaged with new framework by March 2011				3, NI 117 reduce the number of 16- 18 year olds who are not in education, training or employment (NEET) 6.8% in 2010 / 11
4b, Strengthen links with the 14-19 Strategy Group and amalgamate work	Ongoing until Sept 10	Head of the IYSS	Amalgamation of IYSS Board, NEET Improvement Board with 13- 19 Partnership Board	4, Leeds status green or amber in preparedness for Raising the Participation Age								
Theme 4 : Outcome Two : Improve attainment with particular focus on under achieving groups and settings (E.g. LAC relevant BME pupils , SEN and Free School Meals, National Challenge) Lead Accountable Officer : Chief Executive - Education Leeds												
				Main Action 1: Effectively manage the National Challenge programme,								

Source of the Recommendation	Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
IN 2.1	4.2.1	Working with the National Challenge Board and any other government agencies as appropriate, effectively deliver the National Challenge Programme, implement the Council's agreed plan for Schools Vulnerable to the National Challenge and ensure agreed targets are met.	4 2010/2011 academic year	<p>1a, Reviews at local national Challenge Board meetings, attended by National Challenge Advisors, officers from Education Leeds, National Strategies and the DCSF- every term</p> <p>1b, Revised Raising Achievement Plans to be agreed with National Challenge Advisors - in progress</p> <p>Main Action 2: Implement the Education Leeds Plan for Schools Vulnerable to the National Challenge in line with the agreed timetable. Focusing on schools where the need for structural change has been</p> <p>2a, Carry out consultation on structural reorganisation relating to three National Challenge schools</p> <p>2b, Report to Executive Board and gain permission to publish statutory notices</p> <p>2c, Publish statutory notices for closure</p> <p>2d, Final decision, recommended by School Organisation Advisory Board, to the Executive Board of the Council</p> <p>2e, Decision included in Admissions documentation to inform choice of secondary schools for September 2011</p> <p>2f. New schools open for 2011</p>	<p>10/11 Ac Yr</p> <p>31/3/10</p> <p>1/4/10</p> <p>30/4/10</p> <p>31/7/10</p> <p>31/8/10</p> <p>1/9/11</p>	<p>Education Leeds Head of Secondary School Improvement</p> <p>Deputy Chief Executive of Education Leeds</p>	P11 - INT1.3	Structural reorganisation is complete with new governance arrangements in place for September 2011	NI 78 - reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths to no schools in the 2011 examinations, with plans in place and demonstrable progress towards that goal by September 2010 (Int 3)	Individual school National Challenge Plans	Detailed in National Challenge plans
m	N	Achieve a sustained upward trend in the achievement of black and mixed	ing	<p>Main Action: Plan for upward trend</p> <p>1a, Identify priority BME cohorts as part of 2010-11 local authority and school target setting process and set targets that will narrow the gap.</p> <p>1b, EMA Primary Adviser to work closely with School Improvement Advisers (SIAs) in targeted schools to raise BME attainment by building leadership and management capacity</p> <p>1c, Training for SIPS on challenging and supporting schools to get BME pupils to national expectations by the end of Key Stage 2</p>	<p>30/4/10</p> <p>30/4/10</p> <p>31/1/10</p>	<p>Education Leeds Head of PMIT</p>		1. Local authority targets agreed with DCSF April 10 for identified priority	NI 108 - achieve a sustained upward trend in the achievement of black and	Primary BME Strategy, Secondary BME	Detailed in plans

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INT 1.4	4.2.3	the achievement of black and mixed heritage pupils and other priority minority ethnic group	2	Ongoing	1d, Pupil estimates shared with National Strategies (NS) advisers and consultants to ensure that they challenge and support the school through a variety of strategies to get named pupils to national expectations	30/4/10	Education Leeds Head of Equality and Entitlement	PI 1 - INT 1.6	DCSP April 10 for identified priority cohorts	trend in the achievement of black and mixed heritage pupils by the end of the academic year 2010/11	Secondary BME Strategy (currently both draft)	Detailed in plans
					1e, Use school based ethnicity data to re-align NS support for schools to accelerate BME performance at KS4	30/4/10						
					1f, Share 2009 analysis with SIAs to identify priority target BME groups for specific secondary schools so that they can support capacity building at Leadership level for BME achievement - spring term / April 10	30/4/10						
					1g, Share 2009 analysis with NS advisers and consultants to identify priority target BME groups for specific secondary schools so that they can support capacity building through the Narrowing the Gap programme	30/4/10						
INT 1.4	4.2.3	Increase achievement of Level 2 qualifications by the age of 19	4	2010/2011 academic year	Main Action 1: Plan for increase in level 2		Education Leeds - Head of 14-19 Strategy	IP 1 - NI T1.4		NI 79 – increase achievement of Level 2 qualifications by the age of 19 to 75.2% in the 2009/10 academic year	Leeds 13 - 19 Learning and Support Plan	Detailed in plans
					1a, Develop strategy and processes for implementation of 14-19 curriculum reform , including: confederation level curriculum plans - March 2010, and Gateway 4 application for diplomas	30/11/09						
					1b, Build clear and comprehensive progression pathways for all learners	30/9/09						
					1c, Ensure all young people receive impartial information, advice and guidance (IAG), supported by a comprehensive programme of careers education. 75% of learning providers have IAG quality standard	28/2/10						
					1d, Successfully implement Machinery of Government changes	31/3/10						
					1e, Develop and implement an effective 14-19 commissioning framework for learning providers	31/3/10						
					Main Action 1 : See recommendation column	Ac Yr 2010/11						
					1a, Prepare and implement co-ordinated programme for supporting the achievement of young people entitled to FSM	Ac Yr 2010/11				NI 102 - narrow the achievement gap between pupils eligible for free school meals and their peers achieving a 5	Education Leeds Annual Plan	

Source of the Recommendation	Recommendation Ref	Recommendation	Urgency	Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
IN T5	4.2.4	Narrow the achievement gap between pupils eligible for free school meals and their peers	4	Ac Yr 2010/11	1b, FSM challenge embedded into core school improvement partners (SIPs) and school improvement advisers work to support achievement of school level targets	Ac Yr 2010/11	Education Leeds Head of 14-19	PI1 - INT 1.5		ppts reduction at Key Stage 4 in the 2010 examinations Reduction = 30% gap in 2010 based on 2009provisional results SALTs NI target based on school returns = 24.8% point gap for 2009-10	Annual Plan Secondary School Improvement Team Plan, Learning Communities Team Plan	Secure partnership commitment to free school meals Plan
					1c, Support programmes e.g. city learning centre programmes, booster camps, study support, to target FSM young people at risk of low achievement as a priority cohort	Ac Yr 2010/11						
					1d, Improvement Plan activity in respect to BME, LAC achievement, National Challenge and attendance will impact on this priority	Ac Yr 2010/11						
Theme Four: Outcome Three: Improve school attendance with a particular focus on secondary schools and persistent absentees Lead Accountable Officer : Chief Executive - Education Leeds												
	4.3.1	Embed Children's Services Attendance Strategy and secure engagement of key partners	4	Ongoing	Main Action 1 : See recommendation column		Education Leeds Head of Attendance		Rates of reduction in persistent absence in target and non-target schools are even. All key partners have activity that impacts on attendance and persistent absence reflected in the plan and monitoring processes evidence compliance.	NI 87 – secondary school persistent absence rate to achieve 6.3% in 2009/10, reducing to 5% across the authority by the end of 2011. Overall attendance target in 2009/10 93.3% at secondary	Children's Services Attendance Strategy, Attendance Strategy Team Plan	Detailed in plans
		1a: Securing membership of partners at Attendance Strategy Monitoring Group										
		1b: Formalise contribution of partners through pledge approach and where key actions are embedded in the activity plan										
		1c: Monitor progress and activity plan										
		1d: Share information and data to help secure partner commitment and engagement with the Strategy										
Theme Four : Outcome Four: Reduce the numbers of young people involved in burglary and reduce the high number of young people in the youth justice system who receive a custodial sentence Lead Accountable Officer : Chief Officer - Early Years and IYSS												
					Main Action 1: Reduce the numbers of young people involved with burglary							
					1a. Establish a task and finish burglary task group reporting to YOS Senior Management Team and YOS Partnership Board							

Source of the Recommendation	Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details	
CAA IN 1	4.4.1	Achieve a sustained downward trend in the numbers of young people involved with burglary	5	01/03/11	1b, Work with police and partners to ensure all young people with convictions for burglary who are on intensive supervision or in custody are jointly managed by the YOS and the police through integrated offender management processes	1/3/10	Head of the Youth Offending Service	IN 1	Reduce year on year the number of young people aged 10 - 17 convicted of burglary by 10% by March 2011 from 2009/10 baseline. Ensure that all young people with a conviction for burglary who are in custody or on intensive supervision are managed through the Deter Young Offenders Scheme		Youth Justice Performance Improvement Framework Leeds Serious Acquisitive Crime Tasking Document Safer Leeds Partnership Strategic Intelligence Assessment	Detailed in plan
					1c, Where parents of young people with a history of burglary are also offenders, work with the probation service, Signpost, MST service and others to embed a think family approach to YOS interventions	1/6/10						
					1d, Assess all young people who have a conviction for burglary for the YOS burglary impact programme	1/3/10						
					1e, Work with HMYOI Wetherby to explore additional interventions to young people in custody who have convictions for burglary	1/06/2010						
					1.f Work with Safer Schools Partnership police officers to identify young people who already have DYO status or who are considered to be at risk of committing burglary offences. SSP officers to develop individual action plans with identified nominals to include school and parents as appropriate	1/6/10						
					1.g Expand number of Safer School Partnerships to include Pupil Referral Units	1/9/10						
					1.h Work with Education Leeds and police to undertake rapid interventions with pupils identified as at risk of committing burglary who are absent from SILCs. Information on attendance patterns of nominals to be shared through burglary tasking meetings.	1/6/10						
	4.4.2	Implement the action plan to reduce the number of young people who receive a custodial sentence	5	01/03/11	Main Action 1, See recommendation column		Head of Youth Offending Service	IN 1	Reduce to 160 the number of custodial sentences by March 2010 (from baseline of 220 for 2008/09) and sustain		Youth Justice Performance Improvement Framework Safer Leeds	Detailed in plan
					1a, Increase confidence in community sentences as alternative to custody by holding event to increase understanding of YOS intervention programmes	1/4/10						
					1b, Work with court senior legal advisor and chair of youth bench to review and embed the Scaled Approach	1/4/10						
					1c, Meet with district judges to ensure YOS is able to address any issues raised relating to custodial sentences and the Scaled Approach	1/6/10						

Source of the Recommendation	Recommendation Ref	Recommendation	Urgency (Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
				1d, i, Ensure all Pre Sentence Report authors attend court with the cusp of custody reports in order to provide additional information to assist with the sentencing judgement ii, The YOS will work in partnership with the court to establish clear timeslots for the writers of the pre sentencing reports to attend the court to present their recommendations, in order to make the best use of YOS officer's time.	1/6/10			this reduction over 2010/11		Partnership Strategic Intelligence Assessment	
Improvement Theme 5 : A highly skilled, well supported, motivated and continually developing workforce											
Theme Five : Outcome One: Produce workforce development plan for an integrated C&YP workforce to include recruitment, retention, training, skills development and provide improved clarity of roles and responsibilities. Lead Accountable Office : Chief Executive - Education Leeds											
NA	5.1.1	Produce and agree an integrated workforce strategy . Further develop and agree an implementation plan.	5 01/02/11	Main Actions : See recommendations column 1a, Draft strategy and implementation plan circulated to partners for consideration April 2010, review at Workforce Reform Group May , finalise recommendations in June for consideration by CTB in July 2010. 1b, Establish a Workforce Development sub group of the new Children Trust Board with first meeting by the end of May. 1c, Continue Leadership development work which will support delivery of a steady supply of suitably qualified, effective individuals able to take on and deliver key leadership roles within the Trust. 1d, Continue the succession planning and talent recognition for aspiring children's services leaders 1e, Develop and implement the middle leader curriculum with the Seacroft/Manston partnership 1f, provide leadership development opportunities for the new Integrated Service Leaders. Monitor and evaluate the impact of this new role working with CWDC and the National Coherence Group (re integrated working). 1g, Co-locate LCC children services workforce development teams	1/3/10 May 2010 Ongoing Ongoing 1/10/10 1/9/10 TBC	Head of HR Education Leeds. Locality Enabler DCSU Headteacher Consultant Headteacher Consultant Locality Enabler DCSU Headteacher Consultant		1, The Integrated Workforce Strategy and Implementation Plan are agreed by the Children's Trust Board (End of July 10) 2) Governance arrangements for the Workforce Reform Partnership Group are refreshed as part of the new Children Trust and LSCB arrangements. 3) a) Development centre and learning opportunities model for aspiring children services leaders ready to 'receive' first cohort of aspirant leaders July 2010. b) evaluation report from the project and core leadership team in place in Seacroft/Manston ready to 'move into' the co-location funded centre. c) Interim evaluation report October 2010. 4) LCC Children Services workforce teams are co-located 5) HR network knows who hold relevant workforce data across the Trust and where to access it. The HR network recommends how the required workforce intelligence is systematically collected and analysed to enable the Trust to set and monitor priorities and outcomes		Children and Young people Plan Priority 10 / Leeds Strategic Plan Learning theme	Yes in relation to the co-location of teams - this project would need to secure capacity to identify space and to support transition. And Yes in relation to clearly identified

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				<p>1h, Further develop the HR partnership network who will make recommendations about: the collection of workforce intelligence and reporting to enable the Trust to set priorities and outcomes; the advantages that can be accrued by more common approaches to recruitment and retention; the design of roles and responsibilities to facilitate integration.</p> <p>1i, A learning pathways partnership group is established to quality assuring generic skills training across the workforce; map training opportunities into the Integrated Qualification Framework.</p> <p>1j, Baseline perspectives are collated from existing workforce surveys and monitored to assess improvement.</p> <p>1k, Sustain the Integrated Working Training Programme Jan to July 2010 planned capacity; Conduct feasibility study re on-line and blended learning package.</p>	<p>Ongoing</p> <p>March 2010 July 2010</p> <p>31/3/10</p> <p>Ongoing</p>	<p>Head of HR LCC Children Services</p> <p>Workforce Development Manager</p> <p>Locality Enabler DCSU</p> <p>Workforce Development Manager</p>		<p>6) Analysis and evaluation from major training programmes will evidence multi- promises and outcomes.</p> <p>7) Learning Pathways (quality assurance) Group established March 2010. Quality assurance framework agreed July 2010.</p> <p>8) The Council can demonstrate improvements in staff satisfaction through the term of the Improvement Notice. (Progress is monitored using the one children's workforce 'rainbow' perception surveys, IIP process through LCC).</p> <p>capacity for the suite of training programmes. Course evaluations.</p> <p>10) The balance of training is shifted so that increasingly delivery is locally based and multi-agency.</p>			to clearly identified support for partnership groups.
AI LAC 1	5.1.2	Commission an integrated service for looked after children and young people and for those with disabilities and as part of this review the level of resources made available to deliver key social work tasks for looked after children.	3 30/09/10	<p>Main Action: See recommendation column</p> <p>1a, Identify current resources for LAC services and those for disabled children across the partnership review (service and VfM) of current provision completed</p> <p>1b, Views of LAC and disabled children sought to steer service planning</p> <p>1c, Service models and performance framework agreed</p> <p>1d, Service models fully costed with financial implications identified</p> <p>1e, Source of any possible additional funding that may be required over and above existing service cost identified</p>	TBC - as it is dependant on other actions	Deputy Director Children's Services - Commissioning	NA	<p>1. improved outcomes for looked after and disabled children;</p> <p>2. improved VfM in service delivery</p>		Action plans for outcome 5.3.3	

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			1f, Any required changes to provider arrangements agreed							
			1g, New services established							
Theme 5 : Outcome Two: Ensure staff are enabled to carry out their responsibilities efficiently by provision of effective IT systems and adequate administrative support Lead Accountable Officer : Chief Officer Children and Young People's Social Care										
AI SG 7 5.2.1	Immediately ensure that the combined resources and expertise of the council, partners, the Government Office and specialist contractors prioritise and tackle the difficulties associated with the electronic recording system.	1	Main Action 1a: Prioritise and tackle the difficulties associated with the electronic recording system		HoS Transformation		1, Resources allocated to CYPSC priorities 2, Draft development plan written identifying the required improvements needed to the existing system. 3, Revised governance agreed and in place. Interim Head of Transformation to chair the ESCR Development Programme Board. 4, Resources from the ESCR			
			1a, Programme management arrangements in place	12/2/10						
			1b, Programme Manager and staff allocated to CYPSC's business lead	12/2/10						
			1c, ESCR resources reallocated to CYPSC priorities to make immediate improvements to ESCR	12/2/10						
			1d, Progress updates to Programme Board	Monthly from Feb 2010						
			1e, Procurement process for a new IT system is complete	1/9/10						
			1f, Development team in place	TBC						
			1g, Staff training programme to be designed prior to its implementation	TBC						
			1h, Funding secured (capital and revenue)	1/4/10						
Theme Five : Outcome Three : Ensure C&YP Social Care staff have appropriate and manageable workloads, and are kept under regular supervision Lead Accountable Office : Chief Officer Children and Young People's Social Care										
			Main Action: Establish existing case load levels							

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AI SG 3 and IN 3.4 5.3.1	Immediately tackle the unacceptably high level of social worker caseloads, ensure that newly qualified social workers are protected from carrying high and complex caseloads and increase capacity within children's social care, in particular at team manager and social worker level, by ensuring there is an effective senior management team responsible for social care.	1	1a, Complete analysis of existing caseloads to establish indicative levels.	1/1/10	Chief Officer - Children and Young People's Social Care	PI - 1 INT 1 PI 2 - INT 2	1, The Council budget for 2010/11 provides additional investment which supports reduction in the level of social worker caseloads 2, Evaluation undertaken with the next cohort of NQSW evidences clear improvement - baseline from the current placement report 3, 6 placements via the Step Up to Social Work initiative. 4, Less reliance on agency staffing. 5, Caseload management scheme agreed and implemented 6, Staff survey demonstrates improvements in staff morale and work satisfaction	1, NI 59 - whilst maintaining high quality, increase the percentage of initial assessments for children's social care carried out within timescale to 72% for the month of March 2010, to 80% for the month of October 2010 and to 80% by end of March 2011 (i.e. the annual cumulative figure) 2, NI 60 - whilst maintaining high quality, increase the percentage of core assessments for children's social care that were carried out within 35 working days of their commencement to 80% for the month of March 2010, to 84% for the month of October 2010 and to 85% by the end of March 2011 (i.e. the annual cumulative figure) 3, 25 advanced practitioners in post by 31/03/11 4, 10 additional administrators are in post by 31/03/11 5, 15 additional social work posts established in 2010/11 6, Further 15 social work posts established in 2011/12		
			1b, Undertake further detailed segmentation work to analyse caseload levels at an individual and team level to inform deployment of additional capacity.	1/3/10						
			1c, Establish a vertical slice staff group with Trade Union Representation to develop proposals for a caseload management scheme.	31/3/10						
			1d, Measure impact of first round of advanced practitioner deployment and use analysis to inform deployment of further posts from current recruitment.	31/3/10						
			1e, Ongoing recruitment of social workers reducing vacancies, long term absence and reliance on temporary staff. Remodelling of service to develop capacity of qualified social workers and target unqualified workers to support Social workers undertaking core tasks.	Ongoing						
			1f, Secure additional investment in the 2010/11 budget.	12/2/10						
			1g, Analyse lessons learnt from the CWDC cohort 1 NQSW programme and clarify expectations for the future.	1/2/10						
			1h, Develop an assessment of skills to evaluate the impact of support for NQSW.	1/2/11						
			1i, Engage in the Step Up to Social Work initiative via the regional partnership	1/1/10						
			Main Action 1: See recommendation column							
			1a, Establish the Programme Board, Programme support arrangements and key project strands.	31/3/10						
			1b, Develop a detailed vision and plan of a remodelled service from the high level vision established - including the social care elements of an integrated Looked After Children's Service and Integrated Disability Service.	1/5/10						

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IN3.5	5.3.2	Review social workers' responsibilities and workloads to ensure that responsibilities are clearly and tightly defined, and that no staff carry too wide a range of work. This will need to involve consideration of whether a restructure of children's social care services is necessary to deliver high quality services.	4	1c, Establish the Programme Board, Programme support arrangements and key project strands	31/3/10	Locality Enabler DCSU		Evidence of consultation with staff, children, young people and parents on vision Project mandate agreed by Corporate Support Group Project strands agreed by project board 30th April 10		Children's Services Priority Improvement Plan Section - 5.1.3	
				1d, Establish a communication strategy for the change management process.	1/5/10						
				1e, Ensure that children and young people and their families are fully engaged in the service redesign process	ongoing throughout programme	Chief Officer - Children and Young People's Social Care					
				1f, Establish a dedicated change team to support the implementation of a new delivery model	1/4/10	Locality Enabler DCSU					
IN3.6	5.3.3	Develop a comprehensive programme of training, mentoring and continuous professional development for all social care staff so that they have the skills to complete high quality and timely assessments	2	Main Action 1; Engage the workforce in the design, implementation and monitoring of a 'new' professional development offer which is highly regarded and is clearly contributing to key service improvement measures.		Locality Enabler DCSU	PI 1 - INT 1 PI 2 - INT 2	1, Measure progress against the baseline evidenced through recent audit work. 2, Instigate regular monitoring through sampling of assessment. 3, Reduction in repeat referrals. Manager and staff survey evidence. Progress recognised through external inspection. 6, Evaluation from staff supported and managers of those staff. 7, Positive course evaluations.. Positive staff and manager assessment post course. 8, CYPSC SLT agree elements to take forward . Recommendations made to Programme Board. 9, Initial programme developed. 10, Retention rates. Assessment of staff and managers.	1, NI 59 - whilst maintaining high quality, increase the percentage of initial assessments for children's social care carried out within timescale to 72% for the month of March 2010, to 80% for the month of October 2010 and to 80% by end of March 2011 (i.e. the annual cumulative figure) 2. NI 60 - whilst maintaining high quality, increase the percentage of core assessments for children's social care that were carried out within 35 working days of their commencement to 80% for the month of March 2010, to 84% for the month of October 2010 and to 85% by the end of March 2011 (i.e. the annual cumulative figure)	Section 3.3.1 of the Children's Services Priority Improvement Plan	Additional investment by the Council has been supplemented by RIEP.
				1a, Finalise procurement of organisational development programme which will support social workers to meet agreed standards through a coaching model and which embeds an agreed model of assessment.	1/3/10	Chief Officer CYPSC					
				1b, Implement a programme sponsored by Community Safety to improve assessments where there are domestic violence referrals (240 staff - 2 day course).	April 2010 to March 2011.	Chief Officer CYPSC					
				1c, Develop leadership and cultural change model based on the successful Adult Social Care model.	1/4/10	Chief Officer CYPSC					
				1d, Establish problem solving 'change teams' engaging staff from across the service .	1/4/10	Locality Enabler - DCSU					
				1e, Sustain engagement with the CWDC sponsored development programmes.	Ongoing	Locality Enabler - DCSU					

Source of the Recommendation	Recommendation Ref	Recommendation	Urgency Recommendation to be achieved by:	Main Action and supporting Sub-Actions	Action deadlines	Lead Responsible Officer	Source of the Success Criteria	Success Criteria	Performance Target Where applicable	Related Plans:	Capacity / Additional Resources required? Yes / No details
				1f. Managers and staff supported to understand and use changes made to ESCR which have been made to facilitate more timely assessments.	Ongoing	Locality Enabler - DCSU	IN 2.6	11. Demonstrate improvements in staff satisfaction (measured through the Council's corporate staff survey and the local social worker survey) are made			
IN 19	5.3.4	Ensure there is a robust supervision policy in place so that there is effective supervision of social workers and case management arrangements.	2 31/03/10	Main Action 1: See recommendation column 1a Review and amend the supervision policy 1b, Documentation and recording procedures agreed and disseminated 1c, Audit arrangements agreed and implemented 1d, Commission additional supervision training to address reflective practice requirements	28/2/10 31/3/10 1/5/10	Chief Officer - Children and Young People's Social Care		All Social Workers receiving effective supervision and monitoring through the audit process			