Appendix 3

ESCR Development Plan – Improvement Areas

Children's and Young People's Social Care

Area	Activity	Benefits	Outcomes
Care Planning	• Services are linked to unmet needs and identified risks • Visit activities must record whether a child has been seen alone • Electronic version of the CC6 document • Social Workers must be able to attach inbound written and electronic communication and records • Standard invites for reviews generated from the system. • Electronic approval of care plans by team manager	Operate to best practice ICS Standards. • Raise standards in recording • Improved information for statutory reports • Efficiency in transfer of information • Increased efficiency • Eliminate duplication of recording • Improve system usability • Reduced administration tasks enabling more social worker time to be spent on frontline work. • Efficiency in transfer of information	Assist in implementing improved safeguarding processes in response to the Inspection of safeguarding and looked after children services performed December 2009. Improved data quality. Assist in improving record keeping in response to the Annual unannounced inspection of contact, referral and assessment arrangements performed August 2009.
Structured Recording & validation	• Private Fostering Assessment structured recording process to be implemented • Structured process governing case recording. • Structured process for decision making. • Structured recording process for supervision. • Structured method to record chronologies. • Activity notes must be quick and easy to record and read.	• Operate to best practice ICS standards. • Increased safeguarding processes • Improved reporting information for returns • Raise standards in recording . • Evidence of decision making process. • Ofsted recommendation • Reduction in duplication. Clarity in reading and reviewing records. Raise standards in recording. • Improve usability. • Efficiency in recording • Clarity in reading and reviewing records.	Assist in implementing improved safeguarding processes in response to the Inspection of safeguarding and looked after children services performed December 2009. Improved data quality. Improved quality assurance Assist in improving record keeping in response to the Annual unannounced inspection of contact, referral and assessment arrangements performed August 2009.

Referral, Assessment, Care Planning: • **E-forms allowing single data entry / data pre-population**	Electronic documentation to support social work processes covering: Initial and Core Assessments developed as eforms. Initial Plan, CIN Plan, CP Plan, LAC Plan developed as eforms LAC forms – reviews, Consultation forms, essential information records, placement plans and plans for accommodating children. Data pre-populated between forms as appropriate.	• Single data entry. • Decreased duplication enabling more social work time to be spent on frontline work • Improved usability • Raise standards in recording. • Operate to best practice ICS standards. • Increased safeguarding processes. • Increased use of electronic system in care management teams. Improved data quality for CIN return.	Assist in implementing improved safeguarding processes in response to the Inspection of safeguarding and looked after children services performed December 2009. Improved data quality. Improved quality assurance Assist in improving referral and assessment procedures in response to the Annual unannounced inspection of contact, referral and assessment arrangements performed August 2009. Assist in improving record keeping in response to the Annual unannounced inspection of contact, referral and assessment arrangements performed August 2009.
Workflow and Case Work Monitoring	• Automatic alerts to managers when key activities become due/overdue. • Automatic escalation of key activities that are incomplete from sw to tm and tm to SDM • Assessments and plans must be authorised at appropriate points. • Children's cases cannot be closed without a case closure summary	• Operate to best practice ICS standards. • Increased safeguarding processes. • Improved performance management • supports good practice Evidences decision making process • Supports good practice • Improved data quality for statutory returns • Supports good practice	Assist in implementing improved safeguarding processes in response to the Inspection of safeguarding and looked after children services performed December 2009. Improved data quality. Improved quality assurance

	activity • Develop a S47 transfer in activity plan and complete existing plan beyond CPR registration. • Auto generation of standard letters. • Professional and Agency involvement (covers C&YPSC and ASC)	• Increases efficiency and frees up admin time to support social workers on frontline tasks. • Supports e-form development. Efficiency savings in time spent recording	
Fostering & Adoption	A workload manager available in ESCR designed for Fostering and Adoption team managers to use.	Greater visibility of: • Fostering assessments in progress, current status and overdue. • Fostering reviews in progress, current status and overdue. • Allocated accounts • Unallocated accounts • Access to performance Information • Improved Service Delivery	Increased efficiency in managing Fostering Assessments and reviews. Critical business intelligence information provided to Fostering & Adoption Team Managers leading to improved decision making. Ability to track progress against critical performance indicators.
	Securely link pre-adoptive and post adoptive records.	• Increased ability to respond to adoption queries.	Assist the production of required statutory CIN Census return information. Ensure compliance is met.
	Identify holiday foster carers and detail accounts they provide cover for.	• Increased efficiency in managing foster carer processes.	Assist the production of required statutory returns. Ensure compliance is met.
	History trails added to account start dates.	• Increased data quality.	Assist the production of required statutory returns.
	Information Technology system utilised to manage the Fostering & Adoption function.	• Concealed contact records • Locked down child records • Electronic CRB check management • Electronic household member management. • Electronic Foster	Foster Carer team and Fostering Officers processes performed with increased efficiency.

		Carer review	
	ESCR Financials – post adoptive record must exist in ESCR and ESCR Financials. Reports can be run from ESCR using this information	• management. • Improved financial reporting • End to end recording of a case	Robust financial information.

Adult Social Care

Area	Activity	Benefits	Outcomes
REFERRAL, ASSESSMENT AND CARE PLANNING	• Electronic version of SDAQ to be developed • Governance of data input and data sharing to be improved • Single direction of workflow • Population of RAS via SDAQ • Population of Care Option/Care Plan, and Outcomes from SDAQ • SDAQ and RAS to feed the Support Plan • Development of a product structure to meet SDS requirements • Ability to use all forms offline, and upload to ESCR on return to workplace	• Decreased duplication of data • Increased control of risk factors	• Improved Safeguarding Responses • Improved Record Keeping • Qualitative data management • Improved Risk Management
E-FORMS ALLOWING SINGLE DATA ENTRY AND DATA PRE-POPULATION	• Electronic Documentation to support Adult Social Care Processes, to cover: • Support Plan(s) to be completed as	• Single Data Entry • Reduction in duplication • Increased Social Worker time for frontline tasks • Improved standards in recording	• Improved Quality Assurance • Improved Risk Management • Improved Data Validation

		Improved standards in data validation	
	an electronic document and accessible to view in ESCR • SDAQ, FACS Review Form, Notification of Eligibility Form, Financial Assessment Form, FAB form, ISA, CHISA, Carers Assessment, Carers Emergency Plan Referral, MCA Form and Risk Assessment Form, all to be developed as e-forms. • Data pre- and auto-populated between forms as appropriate. • Forms to be versioned, and printable • Links to MHA/BIA and Care Management process	• Improved standards in data validation • Improved governance of risk, and safeguarding processes • Improved data for statutory returns	
WORKFLOW AND CASEWORK MONITORING	• Automatic Alerts to Managers when key activities are due or overdue • Governance of recording, assessment and care planning process • Adult cases to require mandatory fields completing, prior to case closure • System will auto generate standard letters • E-mail to be functional across ASC • Improved navigation in ESCR (Referrals, Contact, Activities) • Development of links to 3rd party data inc. Section 2 and Section 5 reporting	• Decreased duplication of data • Increased control of risk • Evidencing decision making process • Maximises best practice • Improved Performance Management • Improved governance of risk factors, and safeguarding processes • Improved capacity for reporting • Increased ability to audit work-trails • Better definition of responsibility/accountability	• Improved Quality Assurance • Improved Risk Management • Validation of data • Improved governance of workflows • Better audit streams for responsibility and accountability

STRUCTURED RECORDING AND VALIDATION	• Structured process to improve governance of case recording • Structured process to improve governance of decision making • Improved process management, to improve system usability	• Increased control of risk • Evidencing decision making process • Maximises best practice • Improved Performance Management • Improved governance of risk factors, and safeguarding processes • Improved data to feed statutory returns • Increased clarity in reading data	• Increased governance of workflows
CARE COMMUNICATION CENTRE	• Capture of data in system, from existing outlying databases • Linking to Data Warehousing, to ensure reportability of data • Data validation/cleansing required to ensure consistency of data • Improvements to ISA, to build reports at different levels • Development of intuitive 'waiting' lists, for clients awaiting providers	• Increased Budget Management • Improved Contracts Management Improved Performance Management	More efficient data management • Validation of data • Governance of workflows and processes • Positive impact on governance of financial and commissioning workstreams • Improved statutory reporting capability
SAFEGUARDING	• Workflow Alerts for Managers when key safeguarding activities are due • Development of risk icons • Links between safeguarding referrals and providers, detailing Type of Investigation (1-4) • Structured process linking Safeguarding processes to workflows • Integration of Risk Assessment Tools into workflows (via e-forms) including MH FACE Risk	• Improved management of and governance of risk • Improved usability and efficiency of system • Increased data quality • Improved performance Management • Increased ability to run quality, validated reports	• Improved Safeguarding Responses • More intuitive and holistic risk management across ASC

	forms • Recording across system to comply with Leeds Safeguarding Policies and Procedures • Development of reports to feed statutory returns for Safeguarding. • Process and workflow checks and balances, to ensure appropriate worker access		
FINANCE	• Development of methodology for utilising commitment data, from care plan approvals/costs • Alerts, when specified forms submitted • Authorisation of spot-providers within ESCR • ESCR/ESCR Financials links to develop – including Data Warehousing usage, for reporting needs • Specification of reporting format for the full suite of finance and activity reports (2010-2011) including link to key data sources involved in activity-based financial projections • Read across between Approved and Indicative Budgets • Creation of a solution, to record contributions against care option • Cross-compliance with e-forms	• Improved quality of data • Improved ability to run validated statutory reports • More system 'intelligence' • Governance of processes and workflows	•
TRANSITIONS	• Improved governance of workflows and process, to	• Improved quality of data • Improved quality of reporting	• Consistency of service delivery • Quality Assurance

	improve consistency of service delivery • Data to be recorded within ESCR • Links in to development of risk icons • Links between Adult and CYPSC recording processes • Links into e-form development	• Cohesive transference of responsibility CYPSC to ASC • Improved governance of risk factors	• Management of risk • Improved data quality and data sharing
CONTRACTS & COMMISSIONING	• Inclusion of Telecare Data within ESCR • At a glance 'let' and 'to be let' contract lists • Integration of outlying databases, to feed into ESCR/Data Warehouse • Development of workflow and reporting processes • Data clean-up required to validate data • Development of provider databases in ESCR • Links to Financial validation workflows and related processes • Development of intuitive 'waiting' lists, for clients awaiting providers of their choice	• Improved quality and availability of data Improved quality and scope of statutory reporting • Integrated data sharing leading to more accessible data • Improved data validation	• More Integrated service delivery • Quality Assurance • Data Validation
COMPLAINTS	• Capture of complaints notification within ESCR • Locality based data collection	• Validated data across ASC • Improved reporting quality	• Improved Record keeping • Improved Safeguarding Responses • Improved data sharing • Better Quality Assurance • Improved Process management •

ESCR Developments to Date and the Impact on Social Work Practice in CYSPC

Developments have taken place within ESCR on a number of different levels, from Assessment to High Level Reporting. However below is the list and narrative of the developments within ESCR and benefits to Front Line Social Work practice to date (May 2010) that have taken place.

1. General Visual Layout.
2. Contact Summary Screen.
3. Copy and Pasting of Activities.
4. Section 47 Process.
5. Up Coming Activities Report
6. Team Work Load Manager
7. Request for Service.
8. General Work Flow Diagrams.
9. Navigation, Quick Link Icons.

1. General Visual layout:
Colour coded screens, helps to give Social Workers a visual cue as to where they are in a record. Information has been grouped more logically to aide data entry and retrieval.

2. Contact Summary Screen:
This allows the Social Worker and their Team Manager immediate access in one area of the screen to all relevant current information in relation to Referrals, current Assessments, contact details and allocation. This is particularly useful if you are unaware of the background on a record. Has immediately improved our information sharing with the Out of Hours Team.

3. Copying of Activities between siblings:
Greatly reduces the time taken to evidence recording which is common to a group of siblings. Easily allows relevant recording to be evidenced on each child's record. This has directly freed up both Social Work and Admin time and improved accuracy of recording and timeliness.

4. **Section 47 Processes:**
This was a particular failing and weakness of CYPSC and highlighted throughout the last two inspections. The processes within ESCR have impacted on many different levels. Firstly the new process leads the Team Manager and the Social Worker through the specific procedure that is required when a S47 Enquiry is required. Secondly it highlights to the Team Manager where at any given point the Enquiry is up to and what activities are required to complete that activity. Thirdly it allows direct communication to take place between the Area Social Work Team and CYPSC Child Protection Team and aid the timeliness of Initial Child Protection Case Conferences.

5. Up Coming Activities Report:
This prompts, by the use of intuitive colours and symbols, Social Workers to see the time scales of work that they have to undertake within statuary requirements. It warns them if those timescales are close and allows them to priorities imminent work appropriately.

6. Team Work Load Manager:
This allows Managers and Admin support to assess Team Work Loads and important statistical Team information via intuitive diagrams. It allows them to identify problems or inconsistencies quickly and easily. It aides in maintaining data quality by providing direct links to records that require up dating. It layers information by displaying high priority information immediately, but allows further investigation or analysis if required.

7. Request for Service;
This area fulfils specific criteria of the OFSTED Action Plan and brings Leeds Social Care in line with DCSF good practice. Allows proper differentiation between the early stages of contact with the Department and a Referral that has been properly screened and identified as requiring further intervention by CYSC.

This has been essential of accurately evidencing and recording the work of the screening Team. Reporting from this development will allow further developments to take place with the wider CYPSC partners.

This development has ran alongside the development of the Screening Team based down at the Contact Centre and will continue to aid the development of this Service. We can already identify clearly and specifically the impact the Screening Team is having on Front Line Assessment Teams and the reduction of referrals to those Teams.

8. General Work Flow Diagrams:
Where there is a defined serious of activities (see also S47 Process), it aids the Social Worker and Team manager to see what stage has been reached in a process and what appropriate routes are available at any given point or require to be taken.

9. Navigation, Quick Link Icons:
This allows the Social Worker to navigate more swiftly around a record using Icons that intuitively show the essential elements of any child's record that may need to be reached at any given time. Put simply it reduces the amount of 'clicks' any one Social Worker needs to complete to access relevant or required information.

Finally 4, 5, 6 and 7 has allowed more accurate reporting and auditing to take place within all levels of CYPSC.