

LAC OBSESSION PROGRAMME PLAN

Project Strand		Task & Finish Lead	Key Milestone (s)	By When	Co-dependencies	Measurable Impact	Impact Time-scale
1. Prevention & Early Intervention		Andrea Richardson					
A	Prioritise access to Early Yrs Services for families at risk & extend the 2 year old pilot	Andrea Richardson	Identification of LAC and children on the edge of care for placement at 2 years.	30/11/11	Information from Health and ESCR (e.g. who and where are the vulnerable 2 year olds); agreement with social workers on parent support plans performance management - tracking of children and attendance monitoring. Estimated £850k additional spend included within 12/13 budget submission (funded from Early Intervention Grant)	Increase in the number and % of LAC (0 - 5yrs) and the number and % of children with a child protection plan (0 - 5yrs) that are accessing Early Years Services	Gradual increase in take-up of early learning places from April 2012, improved attainment from April 2013
			650 vulnerable 2 year olds to be attending children's centres by 31/9/2012	30/09/12		Increase in the number and % of LAC (0 - 5yrs) and the number and % of children with a child protection plan (0 - 5yrs) that are achieving a good level of development in Communication Language & Literacy (CLL) and Personal, Social & Emotional Development (PSED). 90% attendance by children and parents at sessions.	From April 2013
			1,200 vulnerable 2 year olds to be attending children's centres by 31/3/2014	31/03/14		Reduction in the number of children aged 0 - 5 years olds entering care; Reduction in the number of children (0 - 5yrs) with a child protection plan	From October 2012
B	Adopt the findings of the universal review by implementing 'Early Start' Teams	Andrea Richardson	Seacroft Manston Early Start Team, open & fully implemented by Nov 2011,	01/11/11	Health, clusters, Targetted Service Leaders	Increased take-up of early learning places, improved attainment at the end of Foundation stage for all children, a narrowing of the attainment gap for the bottom 20%	Gradual increase in take-up of early learning places from April 2012, improved attainment from April 2013
			NW cluster & East cluster to implement by January 2012	01/01/12		Reduction in the number of LAC (0-5yrs); Reduction in number of children (0-5yrs) with a child protection plan; Reduction in the number of 'Requests For Service'	From April 2012 onwards
			Early Start Teams to be up and running across the whole city by Sept 2012	01/09/12		Improvement in a range of health outcomes including infant mortality rates, numbers of obese children (Measure = National Child Measurement programme at reception)	From April 2013
C	Increase use of the Common Assessment	Andrea Richardson	Every child identified on 'top 100' to have a CAF or multi-agency assessment in place,	31/3/2012 (for the 3 pilots);	Targetted Service Leaders, Cluster Managers, Development of Local Authority Partner role; PMIT/ESCR, external expert guidance, Children's Services Re-structure	Reduction in the number of 'Requests for Service' ; Reduction in the number of referrals to specialist services	From September 2012
			Publication of Up to date guidance on CAF	01/12/11		Increase in the number of CAF's initiated for every cluster	From September 2012
D	Target & re-commission Family Intervention Services	Gerry Hudson	Vary contracts for current providers to deliver new model of intensive intervention targeted at the families where children are at highest risk of coming into care	30/11/11	Edge of Care/Exit from Care Programme strand	Reduction in the number of children entering care; Improvement in school atendance; Reduction in anti-social behaviour	From April 2012
E	Implement David Thorpe Recommendations for improving the 'front door'	Sal Tariq	DT to deliver intensive training to Social Workers deployed on the Screening Team	27/01/2012	Need to identify full cohort of Social Workers to be deployed on Screening Team a.s.a.p	Reduction in referrals to specialist services. In 2010/11 circa 26,000 Requests for Service translated into circa 13,000 referrals to social care (i.e. approx 50% of requests 'screened out). Impact of new approach to screening expected to result in a 30% reduction in referrals to social care (equivalent to approx 4,000 referrals at 2010/11 activity levels)	Reduction in the number of new referrals typically received by social care w.e.f. Feb 2012 (NB impact refers to new RFS & referrals received from Nov 2011 and beyond and is not a cumulative measure for the 2011/12 financial year)
			Screening Team to implement new approach to handling 'Request For Service' and quality assuring responses	27/01/12	Reduction in the number of Requests For Service that are referred to Specialist (social care) services, freeing up social work time to focus on 'real' child protection cases. Overall impact on LAC numbers will depend on the effectiveness of our preventative services	Impact on LAC numbers more difficult to quantify and needs to be gauged in the context of overall impact and effectiveness of preventative services. Would expect an increase in the conversion rate of referrals to Looked After Child status (and children on a child protection plan).	

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F	Improved response to domestic violence referrals	Gail Faulkner	New approach to dealing with domestic violence referrals to be implemented	27/01/12	Partnership working with the police. Close links with implementation of David Thorpe recommendations.	Reduction in the number of domestic violence referrals to specialist services (social care)	From February 2012
2. Placement Process		Gerry Hudson					
A	Re-develop a LAC & Care Leavers Placements Strategy & Sufficiency Action Plan	Rebecca Fenwick	Outcomes we want for Looked After Children with regard to placements are identified and needs assessment is completed	31/10/11		Placement outcomes identified; Needs assessment completed	27/02/12
			Current resources we use are analysed and market place is assessed. Gaps and service developments are identified	31/10/11		Gaps and service development identified; Market Place analysis completed	
			Plan (1st draft) is developed for how to achieve sufficiency	14/11/11		1st Draft of Placements Action and Sufficiency Plan completed	
			Development of: external marketplace; internal marketplace; invest to save projects	27/02/12		Optimum placement achieved for LAC/Care Leaver 90% of the time; Commissioning projects meet own service standards 100% of the time.	Will need to be a stretch target;
			Outcomes are achieved through performance and contract management - feed to internal performance dashboard	27/02/12		Outcomes are fed into the Performance dashboard within 21 days of the end of the quarter	Contracted services have 14 days and we need to absorb this information to report
B	Review Placement Service and Placement Contract Management structure	Gerry Hudson	Review complete, new structure proposed and Business Case developed for CSLT approval	31/10/11		For 100% of external placements there will be a central register of provider information including: OfSTED rating; OfSTED URN, number of beds; specialism; Quality assurance information on providers: OfSTED reports, Statement of Purpose, Certificate of Registration, QA visit report Performance information Individual contracts agreed and signed S.11 Safeguarding Audit	31/03/12
		Gerry Hudson	HR and recruitment process agreed and implemented through to recruitment to new structure	27/02/12			
C	Identify issues and gaps in current Placement Desk process and implement changes.	Gerry Hudson	Decision making process is reviewed and identified changes implemented. Includes review of decision making panels.	16/12/11		50% reduction in number of children and young people waiting for a permanent placement that meets their needs	31/03/12
			Information gathering, sharing and recording mechanisms are reviewed and identified changes implemented	16/12/11		100% of placement information on ESCR recorded correctly and timely	31/03/12
			Contract management and quality assurance arrangements are reviewed and identified changes implemented	16/12/11		Quality Assurance and quarterly performance information available for 100% of external providers	31/03/12
3. Edge of Care/Exit From Care		Sal Tariq					
A	Expand Multi-Systemic Therapy capacity	Sal Tariq	2 new teams to be recruited and fully operational	28/02/12	Will require approval of invest to save business case by CSLT by 30th November 2011	Intensive support to be given to a further 80 to 100 families per year.	Beginning March 2012
						Reduction in the number of external residential placements	From September 2012
						Improvement in school attendance; Reduction in anti-social behaviour	From September 2012
B	Expand Family Group Conferencing	Sal Tariq	2 new (area based) teams to be recruited and fully operational by 31st March 2012	28/02/12	Will require approval of invest to save business case by CSLT by 30th November 2011	Target reduction in the number of children entering care	Impact from April 2012

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C	Develop and implement a 60 day default plan for children just entering care (or on the edge of care)	Sue May	Proposal to implement a 'crisis support service' (consistent with the service model adopted by Bradford MDC)	31/03/12	Will require approval of business case by CSLT by 30th November 2011. Suitability and location of existing residential estate	Reduction in number of children entering care.	Impact from April 2012
D	Prioritise a cohort of LAC for exit from care, develop and implement exit from care strategies	Sue May	Implementation of exit from care strategies for circa 20 children to commence	30/11/11	Co-operation of IRO's and Social Work professionals. Outcome also likely to depend on effective collaboration /partnership working	Reduction in the number of children in care.	Impact from April 2012
			Exit plans delivered (and children returned to parents)	31/01/12		increase in the number of children leaving care with a safe exit pathway from care	Impact from February 2012
4. Fostering/Residential Capacity		Sue May					
A	Foster Care Recruitment & Retention	Sue May	Review Terms & Conditions of in-house foster carers	Completed		Introduction of Level 3 scale of professional fees; Improved career path for in-house foster carers	From May 2011 (assessment of carers ongoing)
			Review payment structures of Independent Fostering Agencies, implement changes to LCC scheme to ensure effective competition with independent sector	31/12/11		Improved recruitment & retention of foster carers	Impact from April 2012
			Conduct 'Satisfaction Survey' with our in-house foster carers, identify strengths & weaknesses, develop and implement improvement action plan	31/01/12		As above	Impact from April 2012
			'Spread the Word' campaign conducted with current foster carers	31/12/11	NB Need to have regular/reliable information/reporting re the number of foster carers registering and de-registering	Increase number of LAC placed with in-house foster carers; Increase in the number of in-house foster carers; Reduce the number of LCC foster carers that de-register;	Impact from July 2012
			New external fostering & adoption web sub-site is built and up and running	01/03/12	Input from Communications Team required in order to develop the web specification	Reduction in the number of LAC placed with external providers	Impact from July 2012
B	Develop and implement a strategy for the provision of residential services (3 year plan)	Sue May	Residential review commenced and will be completed by January 2011	01/01/12	Decision Making & Governance - will require approval of business case invest to save by CSLT by end Jan 2012		
			In-house additional capacity of 8 placements by April 2012 (Lanshaw x5 & Halton x3)	01/04/12	Links with 3c) - working on the capital strategy for residential inc Lanshaw (valuations etc); Halton ready but needs staffing & registering - will be used to accommodate disabled children (or on cusp of disability) - plan agreed at children's home strategy October 2011	Increase in the capacity of in-house residential services	From April 2012
			business case for social pedagogy model to be completed by end October 2011 model to commence Jan 2012 impact from April 2012	01/01/12	Decision making and governance - will require approval of business case invest to save by CSLT in November 2012		
C	Develop and implement plans for increasing the number of eligible adopters	Sue May	Deployment of sessional workers to expedite assessments	01/12/11		Increase the number of LAC who are adopted	From July 2012
			Referral of children to the 'Child Specific Model'	01/12/11			

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5. Decision-making & Governance		Sarah Sinclair					
A	Review decision making processes in relation to placements	Sue May	Review of processes completed	01/01/12	Children's Services Re-structure	More transparent decision making; Compliance with Finance Procedure Rules	From January 2012
B	Ensure fair & equitable funding for placements from all partner agencies	Sarah Sinclair	Joint investment from partners secured	31/03/12		Additional investment secured	By 31/3/2012
6. Information & Performance Management		Peter Storrie					
A	Review management information currently produced (for reliability and usefulness), identify gaps and implement any recommendations for change	Siobhan Brady	A) Undertake external review of practice B) Agree & deliver data development agenda based on recommendations for the production of regular performance information; incorporate learning from this programme	A) October B) ongoing	*Capacity of information systems and any development work required around report writing. Input from ESCR Team within Adults Services is essential (and that Team have many competing priorities) *Delivery of improvements in recording *ESCR replacement	Improvements in regular performance information for: services; leadership; localities and partners	From January 2012
B	Assess information management needs for overall programme, prioritise and deliver	Lisa Martin	A) Programme leads identify requirements and discuss with performance staff B) Data development agenda prioritised and agreed for overall programme C) Work plan updated as required	A) October B) Ongoing C) Ongoing	*Capacity of information systems and any development work required around report writing. Input from ESCR Team within Adults Services is essential (and that Team have many competing priorities) *Delivery of improvements and any necessary changes in recording *ESCR replacement	Progress with this programme	From February 2012
C	Evaluate progress against CYPP Obsession - reducing the numbers of children becoming Looked After	Lisa Martin	A) Report card to CTB Leeds Initiative Boards - October / November B) Obsession report to CTB in January C) Six-month cluster reports	A) October B) January C) October	Governance and leadership frameworks around delivery of the obsession Colleagues collective input on progress to date	Strategic and partnership overview and assurance of progress supporting the shaping of partnership direction and action	From January 2012
D	Reliable LAC placement & financial information to meet business needs.	Siobhan Brady	A) Agree ability to integrate financial information into ESCR or alternative 2 sources approach B) Scope what is possible identifying with ESCR team reporting or live ESCR dashboard approach (and implications of above) C) Agree content with services D) Action plan and implement- including recording and reporting changes	A)October B) October C) October D) to be agreed	*Capacity of information systems and any development work required around report writing. Input from ESCR Team within Adults Services is essential (and that Team have many competing priorities) * Decision to record financial information in ESCR or not *Delivery of changes and improvements in recording *ESCR replacement	Services access to current information. Reduction in production time	From January 2012
E	Develop and disseminate monthly Obsession 1 dashboard	Becky Hill	A) Develop B) Agree partnership dissemination and guidance necessary C) Monthly updates circulated	A) Done B) October C) October onwards	Accuracy of source data Feedback on usefulness *Dissemination routes and support for information users etc	Raises partnership and locality awareness of key measures at regular intervals. Informs our assessment of are we making a difference. Changing patterns at locality levels in CAFs RfS etc	Complete
F	Develop and disseminate quarterly performance information of process and impact measures by city area and locality. Containing brief analysis by exception. E.g. breakdowns of referrals and CAF information by locality and originator	Siobhan Brady	A) Agree measures including locality and service consultation B) Data development agreed and begun C) Initial report produced for first half of year D) Dissemination and support for using information agreed	A) October B) October C) November D) December	*Capacity of information systems and any development work required around report writing. Input from ESCR Team within Adults Services is essential (and that Team have many competing priorities) *Delivery of improvements in recording *Information from wider services * Analytical capacity *Dissemination routes and support for information users	Raises partnership and locality awareness of key measures at regular intervals. Informs our assessment of are we making a difference. Changing patterns at locality levels in CAFs RfS etc	From December 2011

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G	Ensure robust and secure arrangements are in place for the safe transfer of 'Requests For Service' from the Contact Service to Early Intervention/preventative services and for effective monitoring of action taken and impact	Peter Storie	A) Overall process scoped and shared B) Contact centre screening process and ESCR bucket account in place C) CAF / integrated processes team recording and dissemination in place D) Communication of process to all stakeholders E) Service, pilot cluster and children's centre's systems for allocating support in place E) Recording, monitoring and reporting in place at all stages, with monthly monitoring F) Processes assessed for compliance with information policy G) Initial assessment of impact and lessons learnt undertaken H) Decision on future taken including more permanent processes and resourcing if required	A) October B) October C) October D) November E) November F) November G) December	*Capacity of information systems and any development work required around report writing. *Compliance with information governance and legislation *Capacity of CAF integrated processes service * Service preparation *Maturity of locality working arrangements * Capacity for cross function/service working and communication * Limitations and fragmentation of case management systems	Matures children's services and CT integrated working at service and locality level Increase in CAFs and evidence of early intervention Changes in contact centre RFS	From December 2011
H	Support use of OBA for developing local strategies around early intervention	Lisa Martin	A) Performance service supports locality requests for OBA sessions	A) Ongoing	*Capacity *Enthusiasm	Evidence of local impact on headline measures. Examples of effective early intervention	
I	Maintain and report Ofsted inspection judgements from placement providers	Becky Hill	A) Performance and Contracts teams identify all providers and current Ofsted judgements B) Out of city providers built into regular inspection reporting	A) October B) November	*Availability and ease of access to information	Reassurance of quality of provision and improved preparation for future Ofsted LA assessments.	Complete
7. Forecasting & Finance		Neil Warren					
A	Develop a forecasting model to show potential placement activity (and associated financial impact) over the short and medium term. Model will need to reflect current placement trends, demographic changes, the anticipated impact of new early intervention & preventative services and changes to in-house fostering/residential capacity.	John Bywater	Forecast model to be produced for consideration by Task and Finish Group	06/10/11	Production of management/performance information; Input from Project Leads for Prevention & Early Intervention, Edge of/Exit from Care and Fostering/Residential capacity	Robust financial model linking forecast activity to financial resources from October 2011 to April 2014	Complete
		John Bywater	Model to be populated to reflect different scenario's (worst case, best case, etc)	13/10/11			
8. Communication & Engagement		Sarah Sinclair					
A	Develop a communication plan to ensure colleagues and partners engage with the programme of work	John Bywater	Communication Plan in place	30/11/11	Support from Corporate Communications	Monthly LAC Obsession progress updates to all key stakeholders	November '11 to March '12
B	communicate changes in process/practice to all relevant stake-holders including employees, members etc	John Bywater	Implementation of Communication Plan from November '11 to March '12	Ongoing	As above		