

APPENDIX TWO - LAC OBSESSION PROGRAMME PLAN

PROJECT STRAND		KEY MILESTONE	STATUS	BY WHEN	IMPACT	COMMENTS
1. Prevention & Early Intervention						
A	Prioritise access to Early Yrs Services for families at risk & extend the 2 year old pilot	650 vulnerable 2 year olds to be attending children's centres by 30/9/2012	ON TRACK	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.	Increase in additional 50 childcare workers agreed. 32 appointed and allocated across children centres. All Centre's given a target number of vulnerable 2 year olds to reach which is equivalent to 632 x 15hr places. Targets based on the population of vulnerable 2 year olds in the area, i.e. where parents are in receipt of 'out of work' benefits and/or the children are the subject of a child protection plan and/or the child is looked after by the Council.
		2,300 vulnerable 2 year olds to be attending children's centres by 31/3/2014	ON TRACK	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	A more robust process is in place to routinely invite Children's Centre staff to Child Protection meetings to ensure that, where appropriate, improved packages of support are offered/delivered
B	Adopt the findings of the universal review by implementing 'Early Start' Teams	NW cluster & East cluster to implement by January 2012	COMPLETE	31/01/12	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%	Early Start Teams are still in the process of being re-aligned and implemented. Service changes in place for compliance visits in November Information sharing protocols have been agreed and case planning meetings are taking place Sharing of birth data Joint review meeting for targeted pathway families All families notified in writing of changes
		Early Start Teams to be up and running across the whole city by Sept 2012	ON TRACK	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)	
C	Increase use of the Common Assessment	Every child identified on 'top 100' to have a CAF or multi-agency assessment in place,	COMPLETE	31/3/2012 (for the 3 pilots)	Reduction in the number of 'Requests for Service' ; Reduction in the number of referrals to specialist services	CAF process reviewed & simplified increased numbers of CAF's across all clusters Training of Practitioners has ensured better understanding of process, roles and responsibility Improvements made to the CAF data base to capture data and provide better tracking of CAF referrals
					Increase in the number of CAF's initiated for every cluster	
D	Target & re-commission Family Intervention Services	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	COMPLETE	31/03/12	Reduction in the number of children entering care; Improvement in school attendance; Reduction in anti-social behaviour	Contracts varied from 1/1/12

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E	Implement David Thorpe Recommendations for improving the 'front door'	DT to deliver intensive training to Social Workers deployed on the Screening Team Revised date 31/3/2012	COMPLETE	27/01/2012	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)	Duty and Advice Team established and operational May 2012 (Date for implementation revised to allow the re-structure of Children's Social Work teams to take place& bed in) In the first 2 months since training implemented the number of referrals has decreased and the number of families taking up services following initial assessment has increased Improvement of relationship with Customer Services and Adult Social Care to reduce fragmentation. Key managers and staff including the police have received Front Door training New 'professional' telephone line has been established and promoted across children services and wider partners
		Screening Team to implement new approach to handling 'Request For Service' and quality assuring responses Revised date 31/3/2012	COMPLETE	27/01/12		
F	Improved response to domestic violence referrals	New approach to dealing with domestic violence referrals to be implemented Revised date 31/3/2012	COMPLETE	27/01/12	Reduction in the number of domestic violence referrals to specialist services (social care)	Small team established at Milgarth Police Station comprising of a social worker, police officer and administration support. Triage system in operation to manage referrals, identify risk and seek involvement from other agencies where appropriate. Referrals pathways have been agreed and are in place for example where there is an unborn child or, a child under five in the household Where Requests for Service do not require social work input these are directed to Targeted Service Leaders for the involvement of local children's centres. Project Group established within the Community Safety partnership to look at the expansion of services to male perpetrators of DV using the experiences gained from a model in operation in Hull. Probation Service will continue to work with Advance Practitioners on developing assessment and intervention with male perpetrators whose children have a CP plan.
2. Placement Process						
A	Re-develop a LAC & Care Leavers Placements Strategy & Sufficiency Action Plan	Placements strategy & sufficiency plan finalised	ONGOING	28/2/12; Revised to Sept 2012	Placement outcomes identified; Needs assessment completed	Date for finalisation of Sufficiency Plan revised in order to allow new Deputy Director to review plans. Detailed analysis of placement patterns has provided a more accurate information base from which to build the Sufficiency Plan. Final draft to be completed by September 2012
B	Review Placement Service and Placement Contract Management structure	HR and recruitment process agreed and implemented through to recruitment to new structure.	COMPLETE	30/04/2012 .	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	Increased capacity to the Placement Team agreed and structure developed to reflect. Delay in recruitment to placement structure Recruitment to key posts in July 2012

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C	Identify issues and gaps in current Placement Desk process and implement changes.	Decision making process is reviewed and identified changes implemented. Includes review of decision making panels.	COMPLETE	31/03/2012	x% reduction in number of children and young people waiting for a permanent placement that meets their needs	Revised panel arrangements in operation in South of the City
		Information gathering, sharing and recording mechanisms are reviewed and identified changes implemented	COMPLETE	31/03/12	100% of placement information on ESCR recorded correctly and timely	Procedures have been amended to reflect current practice and records who manages placement request.
		Contract management and quality assurance arrangements are reviewed and identified changes implemented	COMPLETE	21/03/12	Quality Assurance and quarterly performance information available for 100% of external providers	New arrangements implemented
D	Sub-regional negotiation & procurement of external placements	negotiated discounts & identified in year savings and future discounts for the top 8 IFA providers	COMPLETE	31/03/12		Negotiations with Top 8 providers have achieved an initial 2.5% reduction in fees
		negotiated discounts & identified in year savings and future discounts for the top 6 External Residential providers	ONGOING	31/03/12		Residential meetings with top 5 providers scheduled for completion by the end of August 2012. A 5% reduction on rates agreed with one of the Top 6 providers
E	Ensure fair & equitable funding for placements from all partner agencies	Joint investment from partners secured	ONGOING	31/03/12		Discussion/negotiation with Health ongoing
3. Edge of Care/Exit From Care						
A	Expand Multi-Systemic Therapy capacity	2 new teams to be recruited and fully operational	COMPLETE	31/03/12	Intensive support to be given to a further 80 to 100 families per year.	MST Team are now fully implemented across the city with teams of 4 Therapist working to the 3 Wedge areas and taking referrals. Currently 39 active cases across the three teams – in 4 of those cases, the MST intervention aims to support the safe return home of looked after children and in a further 4 cases the children have already had periods of time in care prior to MST involvement.
					Reduction in the number of external residential placements	
					Improvement in school attendance; Reduction in anti-social behaviour	
B	Expand Family Group Conferencing	2 new (area based) teams to be recruited and fully operational by 31st March 2012	ONGOING	31/03/12	Target reduction in the number of children entering care	Currently working with the Family Rights Group who are the national experts on Family Group Conferencing to expand the service Revised target date September 2012
C	Develop and implement a 60 day default plan for children just entering care (or on the edge of care)	Proposal to implement a 'crisis support service' (consistent with the service model adopted by Bradford MDC)	ONGOING	31/03/12	Reduction in number of children entering care.	Work ongoing to re-configure an in-house residential unit to adopt the crisis support model.

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D	Prioritise a cohort of LAC for exit from care, develop and implement exit from care strategies	Review all children who have been placed with parents for over 18mths and discharge where possible.	ONGOING	31/03/12	Increase in the number of children leaving care with a safe exit pathway from care	Process in place to expedite from care safely those children who are currently placed with birth parents over 18mths and are subject to a Care Order. Discharge protocol agreed with CAFCASS and the local courts which may be adopted across the region. First cases now going through the process.
		Review of all family and friends placements over 18 months with a view to move to SGO's		31/03/12	Increase in the number of children leaving care with a safe exit pathway from care	
		Develop a panel to review all young people in external residential placements who have the potential to return to Leeds (a) quickly, (b) short to medium term (c) those with longer term needs.	COMPLETE (& ONGOING)	31/03/12	Reduction in the number of external placements.	Panel established and meets regularly to review progress
		Update Permanency policy and procedure for CYP looked after in Leeds. Develop and implement effective care planning a training programme for SW,LAC and CHAD teams.	COMPLETE	29/2/ 2012.		Permanency policy and procedures developed, consulted upon and now part of Children's Services Online Procedure manual (June 2012). Communication has taken place to cascade this information to key managers and staff
4. Fostering/Residential Capacity						
A	Foster Care Recruitment & Retention	Review payment structures of Independent Fostering Agencies, implement changes to LCC scheme to ensure effective competition with independent sector	ONGOING	31/03/2012 (Revised to Sept '12)	Improved recruitment & retention of foster carers	Review against IFA providers completed. Proposals for new payment levels developed. Plan to consult with carers over the summer & implement September 2012
		Conduct 'Satisfaction Survey' with our in-house foster carers, identify strengths & weaknesses, develop and implement improvement action plan	COMPLETE	31/03/12	As above	Survey undertaken with 550 households across all categories of Foster carers undertaken in December 2011. Overall response rate 20% (122) returns.
		Recruitment campaign conducted with current foster carers	COMPLETE	31/12/11	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;	
		New external fostering & adoption web sub-site is built and up and running	COMPLETE	31/03/12	Reduction in the number of LAC placed with external providers	New Fostering and Adoption website launched April 20 Increase in the number of people expressing an interest in becoming foster carers on same period in 2011/2012

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B	Develop and implement a strategy for the provision of residential services (3 year plan)	Residential review commenced and will be completed by January 2012	ONGOING	31/03/2012 (Revised to Sept '12)	Increase in the capacity of in-house residential services	Date for implementation revised to allow new Deputy Director to review plans. Subsequently, more detailed analysis of placement patterns highlighted a significant change in the age group of children becoming looked after. Of 184 children entering care between 1/1/12 and 30/6/12, 81 were < 1 year old and 119 were < 5 years old. This information, combined with the anticipated impacts of other initiatives (e.g. MST & FGC) has required a re-appraisal of the sufficiency strategy
		In-house additional capacity of 5 placements by April 2012 (Lanshaw)				
5. Decision-making & Governance						
A	Review decision making processes in relation to placements	Implement revised processes	COMPLETE	01/01/12	More transparent decision making Compliance with Finance Procedure Rules	
6. Information & Performance						
A	Review management information currently produced (for reliability and usefulness), identify gaps and implement any recommendations for change	Review to be completed by 31/10/11	COMPLETE	31/10/11		Review completed November 2011
B	Assess information management needs for overall programme, prioritise and deliver	Identify information requirements of each Project Strand	COMPLETE	31/10/11		Dashboard content and template developed
C	Evaluate progress against CYPP Obsession - reducing the numbers of children becoming Looked After	Quarterly Report card to CTB	COMPLETE	31/10/11	Strategic and partnership overview and assurance of progress supporting the shaping of partnership direction and action	Reports produced and submitted by due dates
		Half Year Obsession report to CTB	COMPLETE	31/10/11		
		Half Year Cluster reports/commentaries (from Cluster Managers)	COMPLETE	31/10/11		
D	Reliable LAC placement information to meet business needs.	Regular production of LAC placement analysis from ESCR Revised date 31/3/2012	COMPLETE	31/12/11	Services access to current information. Reduction in production time	More detailed placement information has informed the development of strategies
E	Develop and disseminate monthly Obsession 1 dashboard for Clusters	Monthly Obsession 1 Dash-board developed & circulated to agreed 'audience'	COMPLETE	31/10/11	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	Monthly Dashboard of locality data has been developed and is distributed to key cluster staff and service delivery managers.

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F	Develop and disseminate quarterly performance information by city area and locality to contain e.g. Analysis of referrals and CAF information by locality and originator	Quarterly Performance Information by locality developed and circulated to agreed 'audience'	COMPLETE	31/01/11	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	Quarterly performance data provided routinely to SDM, Cluster Chairs, CSLT
G	Ensure robust and secure arrangements are in place for the safe transfer of 'Requests For Service' from the Contact Centre to Early Intervention/preventative services and for effective monitoring of action taken and impact	G) Initial assessment of impact and lessons learnt undertaken H) Decision on future taken including more permanent processes and resourcing if required	COMPLETE	G) December 2012	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	Changes to the process around Requests for Service are in place and provide a robust and safe mechanism for transferring details of children who do not meet social work criteria but who may benefit from some form of service/intervention
H	Maintain and report Ofsted inspection judgements from placement providers	A) Performance and Contracts teams identify all providers and current Ofsted judgements B) Out of city providers built into regular inspection reporting	COMPLETE	30/11/11	Reassurance of quality of provision and improved preparation for future Ofsted LA assessments.	New Performance framework in place Ofsted rating now obtained for all new commissioned services
6. Forecasting & Finance						
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.	Forecast model to be produced for consideration by Task and Finish Group. Completed	COMPLETE	06/10/11	Robust financial model linking forecast activity to financial resources from October 2011 to April 2014	Turning the Curve model of anticipated activity and associated spend forecasts completed 13th October 2011 and considered by Task & Finish November 2011.
		Model to be populated to reflect different scenario's (worst case, best case, etc)	COMPLETE	13/10/11		