

BUCKINGHAMSHIRE CHILDREN AND YOUNG PEOPLE'S SERVICES IMPROVEMENT PLAN

NOVEMBER 2014



RAG Status

Red (R) (Exceptions)	Missing / highly likely to miss target / deadline / success criteria Action required: Investigate / respond urgently
Amber (A)	Acceptable performance but not yet at or exceeding target/ progress being made but may not meet timescales. Action required: Requires attention/remedial action
Green (G)	Good performance at or exceeding target/ progress on track to deliver action Action required: No further action needed
Complete (C)	Action completed

Working Together to Improve Services for Children and Young People in Buckinghamshire

The vision for children and young people in Buckinghamshire is:

Children and young people are healthy and safe, feel valued and value others, are treated fairly, have lives filled with learning, achieve their potential and are able to enjoy life and spend quality time with family and friends.

This plan sets out how we will achieve this vision through strategic leadership, engagement of all partners and listening to the voices of children, families and those who work with them. The Local Authority is committed to implementing the required changes identified by Ofsted in order to ensure that children are safe and our services show evidence of continuous improvement.

This improvement plan has been drawn up by Buckinghamshire County Council and its partners. Six main workstreams for improvement have been identified and the Ofsted recommendations have been mapped to them (Appendix B). The Buckinghamshire Safeguarding Children Board plan sits under workstream 1 and can be found at Appendix A.

1. Improving Leadership, Governance and Partnerships
2. Improving Quality of Social Work Practice
3. Improving the Strength and Capacity of the Workforce
4. Improving Early Help and the Front Door
5. Improving Services for Children on the Edge of Care, in Care & Permanence Planning
6. Improving Tools

An Improvement Board will meet monthly to oversee the delivery of the Improvement Plan with representation from partners and other local authorities (see Appendix E). The authority has also employed an external adviser to audit and support practice. Improvement actions will be delivered within agreed timescales. Progress will be monitored to make sure practice meets the 'good' standard set out by the Ofsted framework, and that improvement is sustained. The Lead Member for Children's Services will lead key decisions and the Council's Education, Skills and Children's Services Select Committee will provide ongoing oversight and challenge. A communications plan will be developed to ensure the public are continuously informed on progress.

The six workstreams will have a Senior Officer of the Council as Project Sponsor and a Service Manager as Project Lead. A Project Team will be established to drive forward the improvements in each workstream with representation from partner agencies and frontline staff.

Workstream	Sponsor	Lead
1. Improving Leadership, Governance and Partnerships	Deputy Leader and Cabinet Member for Education & Skills and Cabinet Member for Children's Services	Strategic Director Children & Young People's Services
2. Improving Quality of Social Work Practice	Strategic Director Children & Young People's Services	Service Director Children & Families
3. Improving the Strength and Capacity of the Workforce	Strategic Director Resources and Business Transformation	Head of Children in Need
4. Improving Early Help and the Front Door	Service Director Children & Families	Head of First Response & MASH Head of Prevention & Commissioning / Head of Family Resilience
5. Improving Services for Children on the Edge of Care, in Care & Permanence Planning	Service Director Learning, Skills & Prevention	Head of Children's Care Management
6. Improving Tools	Strategic Director Resources and Business Transformation	Service Director Children & Families

The Six Workstreams of Improvement

<p>1. Improving Leadership, Governance & Partnerships</p> <p><i>We will improve outcomes for children by ensuring multi-agency leaders are accountable and understand and carry out their role in improving safeguarding practice</i></p>	<p>2. Improving Quality of Social Work Practice</p> <p><i>We will improve outcomes for children by ensuring a consistent standard of good quality safeguarding services</i></p>	<p>3. Improving the Strength & Capacity of the Workforce</p> <p><i>We will improve outcomes for children by valuing and having a skilled, professional, competent, efficient and stable social care workforce with sufficient capacity and time to deliver high quality services</i></p>
<p>1.1 Members lead the changes required to make children services safe and effective</p> <p>1.2 Buckinghamshire Safeguarding Children Board drives the improvements required across the partnership</p> <p>1.3 There are clear and consistently applied Thresholds across all agencies so that children receive the help or protection needed in a timely manner</p> <p>1.4 Leadership ensures that children's views help shape and inform all strategies and service developments</p> <p>1.5 Governance is effective with clear lines of accountability and challenge</p>	<p>2.1 Staff and managers know what good looks like and work to clear standards that inform their practice</p> <p>2.2 The quality, timeliness and recording of social work intervention is improved</p> <p>2.3 There is demonstrable supervision of staff and management oversight of practice</p> <p>2.4 Social workers and managers hear the voice of the child and involve them in practice and shaping their plans</p> <p>2.5 A Quality Assurance system is established that provides audit, scrutiny and challenge and acts on findings</p>	<p>3.1 The skills and knowledge of the social care workforce are improved</p> <p>3.2 Reflective learning is implemented into practice</p> <p>3.3 Recruitment strategies are strengthened to attract more Social Workers to work in Buckinghamshire</p> <p>3.4 A Retention Strategy is developed and implemented for the social care workforce to keep more staff working in Buckinghamshire</p>

<p>4. Improving Early Help and the Front Door</p> <p><i>We will improve outcomes for children by ensuring children and their families get the right service at the right time to meet their needs</i></p>	<p>5. Improving Services for Children on the Edge of Care, in Care & Permanence Planning</p> <p><i>We will improve outcomes for children by ensuring that they remain with their families wherever possible and plan permanency from the outset</i></p>	<p>6. Improving Tools</p> <p><i>We will improve outcomes for children by ensuring staff have the right tools to enable them to deliver good quality services efficiently</i></p>
<p>4.1 There is an multi-agency Early Help offer that is understood and coherent</p> <p>4.2 The MASH is implemented and embedded</p> <p>4.3 Once needs are defined, services will be provided to meet need within agreed timescales</p> <p>4.4 Ensure referrals are responded to in a timely manner, appropriate Thresholds are applied, risks identified, assessed and managed</p> <p>4.5 Effective use of the Threshold Document</p> <p>4.6 Ensure there are sufficient qualified, experienced, and competent social workers at the Front Door to manage the workload</p>	<p>5.1 Services to support children and families to prevent unnecessary admission to care are developed</p> <p>5.2 All Children in Care and Care Leavers have an up to date Care or Pathway Plan based upon a recent assessment of need</p> <p>5.3 Permanency Plans are in place for all children by the child's 2nd CiC review</p> <p>5.4 Ensure local placement sufficiency, range, quality and cost effectiveness</p> <p>5.5 More Care Leavers have and take up the opportunity to remain in their foster placement</p> <p>5.6 All Care Leavers have access to education, training and employment opportunities.</p> <p>5.7 The education and health care needs of CiC are identified upon entry to care and prioritised by the Council and Partners</p> <p>5.8 Children's voices are clearly heard through planning meetings, reviews and the We Do Care Council</p> <p>5.9 Continue to improve and consolidate permanence through adoption where appropriate</p>	<p>6.1 A single integrated IT system is in place to record the Child's Journey through children's social care.</p> <p>6.2 There is a single, integrated and easily accessible set of child care policies and procedures</p> <p>6.3 The Performance Framework is established</p> <p>6.4 Staff have a range of recording and assessment materials / techniques to record the voice and views of children and their families</p> <p>6.5 The Council, through Corporate Services, provides support that enables children's social care to meet the needs of children and families</p>

Workstream 1	Improving Leadership, Governance & Partnerships				
Outcome:	We will improve outcomes for children by ensuring multi-agency leaders are accountable and understand and carry out their safeguarding role in improving safeguarding practice				
Ofsted Recommendations:	<p><i>Priority & Immediate:</i> A02 - Ensure that the local authority as a whole takes responsibility for and prioritises the improvements needed in children's social care A03 - Ensure that all partners understand and agree on the multi-agency thresholds document, that it is implemented and monitored effectively, and that it is supported by clear guidance</p> <p><i>Areas for Improvement:</i> B12 - Strengthen the representation of care leavers in the Children in Care Council (We Do Care) and ensure that they are influential in revising the Care Leavers' Pledge B18 - Review governance arrangements between the Children & Young People's Partnership Board, the Buckinghamshire Safeguarding Children Board (BSCB) and the Health and Well-being Board so that improved outcomes for children and young people are prioritised, tracked and evaluated across the partnership</p>				
Success Measures:	<ol style="list-style-type: none"> 1. Ofsted rate leadership, governance, and partnerships as being good or outstanding. 2. The Safeguarding Children Board is judged to be good or outstanding by Ofsted. 3. Reduced % contacts with 'No Further Action' as the outcome 4. Reduced % repeat re-referrals to social care (currently 23%) 5. Increased the 'leadership index' as defined in the Viewpoint survey 6. Improvement plan objectives are achieved 				
Sponsor:	Cabinet Member	Project Lead:	Strategic Director Children & Young People's Services	Project Manager:	TBC

Objective:	1.1 Members lead the changes required to make Children's Services safe and effective					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
1.1.1 Review Children's Services budgets following recommendations from the Member Led Task & Finish Group	Sept 14	CEO	C	£0	£0	£0
1.1.2 Review Council priorities to ensure children's services are given a clear priority within the overall Council plans	Nov 14	CEO	C	£0	£0	£0
1.1.3 Through the Education, Skills and Children's Services Select Committee, ensure Members receive regular performance reports and challenge officers in relation to poor or underperforming services and	Quarterly Ongoing	Chair of E&CS Select Committee	G	£0	£0	£0

outcomes						
1.1.4 Ensure Cabinet receives and debates a quarterly report detailing progress against the Ofsted improvement plan and a summary of performance against key safeguarding measures	Quarterly Ongoing	Service Director C&F	G	£0	£0	£0
1.1.5 Sustain the priority of Children's Services across partnerships through embedding a culture of reflection and learning	Ongoing	Leader / CEO	G	£40k	£0	£40k

Objective:	1.2 Buckinghamshire Safeguarding Children Board drive the improvements required across the partnership					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
See BSCB Action Plan (Appendix A)						

Objective:	1.3 There are clear and consistently applied Thresholds across all agencies so that children receive the help or protection needed in a timely manner					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
See BSCB Action Plan (Appendix A)						

Objective:	1.4 Leadership ensures that children's and frontline staff views help shape and inform all strategies and service developments					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
1.4.1 Corporate Parenting Training is delivered to all members of the Council and senior officers and involves Children in Care	31/10/14	P&E Manager	C	£0	£0	£0
1.4.2 Review the "Pledge" to children and young people in care and care leavers, implement a revised pledge, and monitor the extent to which commitments are being delivered	30/12/14	P&E Manager	G	£0	£0	£0
1.4.3 Members, senior managers and front-line managers actively involve children and young people in decision-making about strategies, services and individual plans	31/01/15	P&E Manager	G	£0	£0	£0
1.4.4 Ensure young people's voices are influencing the design and delivery	Ongoing	Senior	G	£0	£0	£0

of the services provided for them through developing a Youth Voice Steering Group that ensures young people's views are heard and acted upon		Practitioner				
1.4.5 Hold regular consultation events with the workforce and provide feedback on the development of the plan and the outcomes achieved	Quarterly Ongoing	Service Director C&F	G	£0	£0	£0

Objective:	1.5 Governance is effective with clear lines of accountability and challenge					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
1.5.1 Scrutinise KPIs through the Balanced Scorecard and ensure action is taken where necessary	Ongoing	Strategic Director CS	G	£0	£0	£0
1.5.2 Review governance arrangements between the Children & Young People's Partnership Executive Board, the Buckinghamshire Safeguarding Children Board (BSCB) and the Health and Well-being Board so that improved outcomes for children and young people are prioritised, tracked and evaluated across the partnership.	30/11/14	Strategic Director CS	G	£0	£0	£0

Workstream 2		Improving Quality of Social Work Practice			
Outcome:	We will improve outcomes for children by ensuring a consistent standard of good quality safeguarding services				
Ofsted Recommendations:	<p><i>Priority & Immediate:</i></p> <p>A01 - Review all unallocated cases that have been closed without the child's needs being assessed and ensure that any necessary action is taken to meet them</p> <p>A08 - Ensure that children and young people are visited regularly, seen alone by their social workers, and have enough time with them to build and maintain positive relationships</p> <p>A09 - Ensure that case records contain an accurate account of the child's experiences, an analysis of their cultural, religious and diversity needs, and detailed reasons for key decisions</p> <p>A10 - Ensure that child protection strategy meetings, discussions and conferences consider the views of all relevant agencies and professionals when determining how to proceed in possible child protection cases</p> <p>A11 - Ensure that all plans for children and young people focus on their assessed needs, with clear timescales and outcomes by which progress can be measured</p> <p>A12 - Ensure that core groups consistently review progress in achieving the aims of the child protection plan and that escalation processes follow if parents fail to engage</p> <p><i>Areas for Improvement:</i></p> <p>B04 - Ensure that children's records are accurate and up to date including ensuring that records of looked after review meetings, reports and minutes are on the child's case file</p>				
Success Measures:	<ol style="list-style-type: none"> 1. Increased % of statutory visits completed on time 2. Increased % case audits that evidence improved practice 3. Increased % of monthly social worker supervisions completed 4. Increased % social care staff who report that supervision is timely, reflective and supportive 5. Increased % case audits that evidence management and supervisory oversight 6. Increased % case audits that evidence that children wishes and feelings are clearly recorded and acted upon, including non-verbal children 7. Increased % of assessments completed in 10 days 8. Increased % children seen during assessment 9. There are no unallocated cases 10. Increased % of Child Protection Plans reviewed in timescales 11. Increased % of children on Child Protection Plans seen in the last 10 working days 12. Increased % of children in need (not including CP, CLA) with a plan 13. Increased % of children in need (not including CP, CLA) seen in the last 4 weeks 14. Increased % of children in need plans reviewed in time (6 weeks) 15. Reduced average score on the strengths and difficulties questionnaire for CLA. 				
Sponsor:	Strategic Director Children & Young People's Services	Project Lead:	Service Director Children & Families	Project Manager:	TBC

Objective:	2.1 Staff and managers know what good looks like and work to clear standards that inform their practice					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
2.1.1 Develop 'children's social care practice principles and standards' as part of the Staff Charter for the entire child's journey through the social care system	30/12/14	Head of QSP / ADM / PIMs	G	£0	£0	£0
2.1.2 Review the transition points of the journey of the child through the system	30/11/14	Head of QSP	G	£30k	£0	£0
2.1.3 Ensure that child protection strategy meetings, discussions and conferences consider the views of all relevant agencies and professionals when determining how to proceed in possible child protection cases	30/11/14	Head of QSP	G	£0	£0	£0
2.1.4 Train staff and managers on the standards of practice expected in relation to a child's journey through the system	31/01/15	Head of QSP / PIMs / TMs/ L&D Business Partner	G	£0	£0	£0

Objective:	2.2 The quality, timeliness and recording of social work intervention is improved					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
2.2.1 Review all unallocated that were closed in the last 6 months without the child being seen	30/11/14	Head of QSP	G	£10k	£0	£0
2.2.2 Implement a consistent workload prioritisation method across all units / teams	30/11/14	Head of CCM / ADM	G	£0	£0	£0
2.2.3 Establish and launch clear standards for effective case recording including timescales for the recording of key activity	31/12/14	Head of QSP / ADM	G	£0	£0	£0
2.2.4 Monitor and report on a weekly basis the timeliness of all Child & Family Assessments and any unallocated work. Take remedial action as necessary	Ongoing	Sen Info Officer / Head of QSP	G	£0	£0	£0
2.2.5 Develop and implement guidance and procedures relating to the production of good quality Child in Need Plans	31/12/14	Head of CiN / Head of QSP	G	£0	£0	£0

2.2.6 Ensure staff are trained in writing Child in Need Plans	01/01/15	Head of CiN / Head of QSP / L&D Business Partner	G	£0	£0	£0
2.2.7 Develop and implement guidance and procedures relating to the production of good quality Child Protection Plans and ensure staff are trained and briefed as appropriate	31/01/15	Head of QSP / L&D Business Partner / Conferencing Manager	G	£0	£0	£0
2.2.8 Ensure that core groups consistently review progress in achieving the aims of the Child Protection Plan and that escalation processes follow if parents fail to engage	31/12/14	Head of QSP	G	£0	£0	£0
2.2.9 Ensure that children and young people are visited regularly, seen alone by their social workers and have enough time with them to build and maintain positive relationships	Ongoing	Head of QSP	G	£0	£0	£0
2.2.10 Ensure that case records contain an accurate account of the child's experiences, an analysis of their cultural, religious and diversity needs and detailed reasons for key decisions	31/12/14	Head of QSP	G	£0	£0	£0
2.2.11 Implement a risk assessment tool for use by early help and children's social care practitioners and ensure staff are trained and briefed as appropriate (Signs of Safety)	31/03/15	L&D Business Partner / Head of FRT / Head of CiN / Head of CCM	G	£40k	£0	£0

Objective:	2.3 There is demonstrable supervision of staff and management oversight of practice					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
2.3.1 Ensure all DSP records include an objective regarding practice standards	01/04/15	Head of QSP / GMs	G	£0	£0	£0
2.3.2 Review and revise the supervision policy, and monitor compliance	30/11/14	ADM	G	£0	£0	£0
2.3.3 Undertake an audit of live supervision to assess the quality and	31/12/14	PIMs / TMs	G	£0	£0	£0

reflectiveness of the supervision provided by front line managers						
2.3.4 Assure all assessments are quality assured and signed off by a Team Manager / Consultant Social Work Manager	31/12/14	PIMs / TMs	G	£0	£0	£0

Objective:	2.4 Social workers and managers hear the voice of the child and actively involve them in practice and shaping their plans					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
2.4.1 Ensure children's files reflect the child's voice at all points of key decision making	01/04/15	CSWMs / TMs	G	£0	£0	£0
2.4.2 Ensure assessments clearly record the child's wishes and feelings and show evidence of how this has been taken into account in the analysis and care plan, irrespective of the age of the child	01/04/15	CSWMs /TMs	G	£0	£0	£0
2.4.3 Ensure all children and young people make an active contribution to Children in Need, Child Protection and Looked After Children's Plans and are actively involved in conferences and reviews irrespective of whether they are able to attend the meeting	01/04/15	CSWMs / TMs	G	£0	£0	£0
2.4.4 Ensure all children, young people and their families have the opportunity to provide feedback on the service they have received at regular intervals and when a case is closed	01/04/15	Head of QSP	G	£0	£0	£0

Objective:	2.5 A Quality Assurance system is established that provides audit, scrutiny and challenge and acts on findings					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
2.5.1 Undertake a weekly dip sample audit of referrals to ensure Thresholds are being applied consistently	31/12/14	Head of FRT	G	£0	£0	£0
2.5.2 Carry out monthly audits of assessments to ensure practice and analysis are of good quality and completed within appropriate time scales	31/12/14	Head of FRT	G	£0	£0	£0
2.5.3 Regularly audit referral data by all agencies to ensure each agency is making appropriate referrals to First Response	30/11/14	Head of FRT	G	£0	£0	£0
2.5.4 Audit repeat referrals over the past 6 months to identify whether cases are returning for the same reason, and why initial responses have not	31/12/14	Head of FRT	G	£0	£0	£0

resolved concerns. Cascade learning to First Response and BSCB						
2.5.5 Implement an audit programme as part of the performance framework	31/12/14	Head of QSP	G	£15k	£0	£60k

Workstream 3		Improving the Strength & Capacity of the Workforce			
Outcome:	We will improve outcomes for children by valuing and having a skilled, professional, competent, efficient and stable social care workforce with sufficient capacity to deliver high quality services.				
Ofsted Recommendations:	<i>Priority & Immediate:</i> V04 - Ensure that there are enough suitably qualified and skilled social workers and first-line managers to provide services that are safe, responsive and effective				
Success Measures:	<ol style="list-style-type: none"> 1. Increase the number of successful applications to the Career Progression Panel 2. Increase % of unit meetings completed in the month 3. Maximum 15% of total staffing spend is on agency worker spend 4. By the end of the year, the turnover rate in front line social care posts is no more than 5% (per month) 5. Reduce sickness rate to 2.9% 6. 100% attendance at leadership workshops and evidence that learning informs practice 				
Sponsor:	Strategic Director Resources and Business Transformation	Project Lead:	Head of Children in Need	Project Manager:	TBC

Objective:	3.1 The skills and knowledge of the social care workforce are improved					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
3.1.1 Introduce 5 Practice Improvement Manager roles (fixed term) to the structure to relieve Heads of Service from operational work	01/10/14	Service Director C&F	C	£150k	£0	£400k
3.1.2 Clearly define expectations, roles and responsibilities for each management role including decision making accountability	30/11/14	Service Director C&F	G	£0	£0	£0
3.1.3 Undertake a monthly review of the social care workforce profile to ensure the workforce reflects demand (based on agreed caseload calculations)	30/11/14	Service Director C&F	G	£100k	£250k	£0
3.1.4 Develop and deliver "Back to Basics" training programme for social workers and front line managers to include Thresholds, referral management, assessment including risk assessment, planning, permanency and case recording effective and appropriate use of ICS	31/12/14 (with delivery to follow)	L&D Business Manager / Head of QSP	G	See 2.5.5		
3.1.5 Develop an induction programme for all posts	31/12/14	L&D Business	G	£0	£0	£0

		Manager / GMs / PIMs				
3.1.6 Develop a mentoring programme for consultant social work managers	31/12/14	PIMs / MLA	G	Innovation bid		
3.1.7 Deliver a mentoring programme for consultant social work managers	31/03/15	PIMs / MLA	G	Innovation bid		
3.1.8 Develop and deliver a Workforce Development Programme (Social Work Academy and Leadership Academy) including role specific training for social workers and change leadership development for managers	28/02/15 (with delivery to follow)	L&D Business Manager / Head of QSP	G	£30k	£50k	£64k

Objective:	3.2 Reflective learning is implemented into practice					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
3.2.1 Ensure reflective supervision is used by all managers in the service	31/12/14	PIMs	G	£0	£0	£0
3.2.2 Ensure 50 unit meetings per unit, per year are completed	31/03/15	SMT	A	£0	£0	£0

Objective:	3.3 Recruitment strategies are strengthened to attract more Social Workers to work in Buckinghamshire					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
3.3.1 Continue to run an 'always on' recruitment campaign	Ongoing	Workforce Man Manager	G	£52k	£40k	£0
3.3.2 Develop and implement a Recruitment and Retention Strategy that will attract appropriately experienced and qualified staff	31/12/14	Head of CiN	G	£134k	£160k	£4k
3.3.3 Revise the end to end recruitment process	31/12/14	Team Leader Org Dev	G	Future Shape		
3.3.4 Reduce reliance on agency workers through recruiting permanent staff	31/03/15	Service Director C&F	G	See 3.3.2		
3.3.5 Develop Key Worker Housing	31/03/15	Strategic Property Manager	G	Capital		

Objective:	3.4 A Retention Strategy is developed and implemented for the social care workforce to keep more staff working in Buckinghamshire					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
3.4.1 Review Career Progression Framework to ensure it provides clear career pathways for all staff	31/01/15	SMT	G	£0	£0	£0
3.4.2 Develop a Staff Retention Scheme to minimise staff turnover / vacancies / loss of expert skill and knowledge including a review of pay and conditions and benchmarking against other LA's	31/12/14	Service Director LSP	G	£385k	£0	£0
3.4.3 Ensure there is an adequate HR resource allocated to support Children & Young People's Service managers to manage capability and long term absence cases	31/12/14	Service Director HR	G	£25k	£13k	£0

Workstream 4	Improving Early Help and the Front Door				
Outcome:	We will improve outcomes for children by ensuring children and families get the right service at the right time to meet their needs				
Ofsted Recommendations:	<p><i>Priority & Immediate:</i></p> <p>A05 - Ensure that, when children and young people are referred to children's social care, there is sufficient capacity in this part of the service to undertake the work effectively, and that children are assessed swiftly so that their safety is secured</p> <p>A06 - Ensure that suitably qualified staff undertake assessments, that these focus on the needs and wishes of the child, provide a thorough assessment of parental attributes, consider historical factors, and analyse risk and resilience factors in detail</p> <p>A07 - Ensure that information about children and families is shared and recorded in line with legislation and case law, with consent obtained except in circumstances where it would heighten risk of significant harm to a child or young person. Ensure that historical information is included so that risks can be better analysed and understood</p> <p><i>Areas for Improvement:</i></p> <p>B01 - Ensure that the local authority and partners coordinate and target early help effectively, so that families receive support when their need is first identified</p>				
Success Measures:	<ol style="list-style-type: none"> 1. Increased % of referrals where a decision was made within 24 hours 2. Reduced % contacts with 'No Further Action' as the outcome 3. Increase % of referrals passed to other services 4. Increase % of referrals provided with information and advice 5. Reduced % repeat referrals to social care 6. Increased % audits undertaken in FRT that demonstrate a focus on the needs and wishes of the child, include a thorough assessment of parental attributes, consider historical factors, and analyse risk and resilience factors in detail 7. Reduced % contacts with 'No Further Action' as the outcome 				
Sponsor:	Service Director Children & Families	Project Lead:	Head of First Response & MASH Head of Prevention & Commissioning Head of Family Resilience	Project Manager:	TBC

Objective:	4.1 There is a multi-agency Early Help offer that is understood and coherent					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
4.1.1 Agree a clear step up/step down protocol between BCC in-house and commissioned Early Help services and statutory services in line with the agreed Thresholds (see Workstream 2)	31/03/15	Head of FRT	G	£0	£0	£0
4.1.2 Ensure coherent information about Early Help services is available through the Family Information Service	30/11/14	FIS manager	C	£0	£0	£0
4.1.3 Establish a single front door for all referrals of children and young	31/03/15	Head of	G	£0	£50k	£40k

people requiring additional help, with a 'triage' system to ensure children and families receive the right support at the right time from the right agency		FRT / Head of FRS				
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Objective:	4.2 The MASH is implemented and embedded					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
4.2.1 Implement MASH with key partners (see MASH Implementation Plan)	22/09/14	Head of FRT	C	N/A	N/A	N/A

Objective:	4.3 Once needs are defined, services will be provided to meet need within agreed timescales					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
4.3.1 Review the child's journey from point of 'contact' to point of 'assessment' in First Response, taking into account new MASH arrangements	30/11/14	Head of FRT	C	£0	£0	£0

Objective:	4.4 Ensure referrals are responded to in a timely manner, appropriate Thresholds are applied, risks identified, assessed and managed					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
4.4.1 Ensure the multi-agency referral form (MARF) is used by all agencies when making a referral to Children's Social Care	30/11/14	Head of FRT	G	£0	£0	£0
4.4.2 Ensure referring agencies obtain consent from families where needed	30/11/14	Head of FRT / BCSB	G	£0	£0	£0

Objective:	4.5 Effective use of the Threshold Document					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
4.5.1 Deliver “referral workshops” with partner agencies to ensure consistent application of Thresholds and clarity about accessing Early Help and social care services	31/03/15	BSCB Thresholds Working Group	G	£0	£0	£0

Objective:	4.6 Ensure there are sufficient qualified, experienced and competent social workers at the Front Door to manage the workload					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
4.6.1 Increase the capacity of the First Response Team to ensure that it can manage the demand coming in	30/11/14	Head of FRT	G	£541k		£800k
4.6.2 Reconfigure First Response Team in line with 3 areas and MASH to ensure children and families receive the right support at the right time	30/11/14	Head of FRT	C	£0	£0	£0
4.6.3 Introduce Contact and Referral Co-ordinator posts in First Response	31/12/14	Head of FRT	G	See 4.6.1		
4.6.4 Develop a detailed training programme for Contact and Referral Co-ordinators	31/12/14	Head of FRT / L&D Business Partner	G	£0	£0	£0
4.6.5 Review the Children’s Out of Hours Service to ensure compliance with regulations.	31/03/15	Head of Service / Service Director LSP	G	£0	£0	£150k

Workstream 5	Improving services for children on the edge of care, in care & Permanence Planning
Outcome:	We will improve outcomes for children by ensuring that they remain with their families wherever possible and plan for permanency from the outset
Ofsted Recommendations:	<p><i>Priority & Immediate:</i></p> <p>A13 - Undertake timely statutory visits to all looked after children and record on the children's case files whether they are spoken to alone</p> <p>A14 - Ensure that managers' decisions for children to return to their families are clearly recorded and supported by a risk assessment and support plan to enable them to be reunited successfully</p> <p><i>Areas for Improvement:</i></p> <p>B02 - Ensure that social work reports presented at reviews for children looked after include an updated assessment and analysis of the child's progress since the previous review to inform future planning</p> <p>B05 - Ensure sufficient Independent Reviewing Officer capacity exists for them to undertake their statutory responsibilities, including monitoring children's care plans and visiting children between statutory reviews</p> <p>B06 - Improve the quality of information about individual children in their permanence reports (CPRs) and about prospective adopters in adoption assessments and ensure that a senior manager agrees the reports before they go to the panel</p> <p>B07 - Ensure that all care leavers have a pathway plan to guide their transition to independence. These should include contingency arrangements, take account of their education and health history, and be updated promptly as circumstances change</p> <p>B08 - Improve the timeliness of initial health assessments for looked after children who live outside Buckinghamshire</p> <p>B09 - Ensure that sufficient foster carers and children's home placements are available in Buckinghamshire to meet needs, that children are placed out of area only when it is part of their care plan</p> <p>B10 - Review all foster carers annually to determine their continued suitability as carers and to identify their support needs</p> <p>B11 - Strengthen work to close the gap in educational attainment at secondary school between looked after children and other pupils in Buckinghamshire and make sure that looked after children have access to 'good' and 'outstanding' schools.</p> <p>B12 - Strengthen the representation of care leavers in the Children in Care Council (We Do Care) and ensure that they are influential in revising the Care Leavers' Pledge</p> <p>B13 - Increase awareness and take-up of the 'staying-put' arrangements for young people to remain with foster carers beyond the age of 18 and develop more choice for care leavers' accommodation, including when they need or wish to settle outside the county</p> <p>B14 - Develop further opportunities for care leavers to take up work experience, apprenticeships and work-based learning</p> <p>B15 - Raise the proportion of children in care and care leavers who are in education, employment or training and close the gap between them and other children and young people in Buckinghamshire</p> <p>B16 - Raise awareness to private fostering and assess and support all privately fostered children in accordance with regulations and guidance</p>
Success Measures:	<ol style="list-style-type: none"> 1. Rate per 10,000 CLA 2. 100% CLA have an up-to-date care plan 3. 100% 16 1/2 year olds in care and Care Leavers have an up-to-date Pathway Plan

	<ul style="list-style-type: none"> 4. 100% CLA have a permanency plan in place by their second review (month 4) 5. Increased % of CLA who are placed no more than 20 miles away from home 6. 10% increase in the number of in-house foster carer bed nights (from 2013 baseline) 7. Increased number of young people 'staying put' 8. Reduced attainment gap at GCSE between Buckinghamshire young people and those who are in care 9. 75% or more of care leavers are in employment, education, or training 10. 100% of CLA have their reviews completed on time 11. 100% of PEPs completed within statutory timescales and reviewed 12. 100% of EHCP completed within statutory timescales and reviewed annually and cover transition needs 13. 100% initial health assessments are completed within 28 days of becoming looked after 14. % of CLA have their reviews completed on time 15. % of CLA placed in schools rated good or better (or an equivalent level) 16. % of CLA with less than 3 placements within a year 17. % of care leavers in suitable accommodation 				
Sponsor:	Service Director Learning, Skills & Prevention	Project Lead:	Head of Children's Care Management	Project Manager:	TBC

Objective:	5.1 Services to support children and families to prevent unnecessary admission to care are developed					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.1.1 Develop a panel to focus on cases where children can return home	31/12/14	Head of Service	G	£30k	£0	£0
5.1.2 Develop and implement a publicity campaign to raise professional and public awareness about circumstances that constitute private fostering	01/11/14	TM FS	G	£5k	£0	£0
5.1.3 Ensure all children for whom the plan is to return home have a risk assessment and support plan agreed by Head of Service and Resource Panel before the child/young person returns home	31/11/14	Head of CiN / Head of CCM	G	£0	£0	£0
5.1.4 Develop a specialist Reunification Team within Senior CATCH to enable older young people to return home	01/12/14	Head of Service	G	£70k	£0	£150k
5.1.5 Review CATCH model of intervention to prioritise those children at risk of admission to care and those who might be returned home	31/03/15	Head of CiN	G	£0	£0	£0
5.1.6 Develop further Edge of Care services	01/04/16	Head of CiN	G	Innovation bid		

5.1.7 Develop accommodation options for families with No Recourse to Public Funds	31/03/15	Strategic Property Manager	G	£0	£0	£0
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Objective:	5.2 All Children in Care and Care Leavers have an up to date Care or Pathway Plan based upon a recent assessment of need					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.2.2 Ensure that all care leavers have a pathway plan to guide their transition to independence. These should include contingency arrangements, take account of their education and health history and be updated promptly as circumstances change	30/11/14	Head of CCM	G	£0	£0	£0

Objective:	5.3 Permanency Plans are in place for all children by the child's second CiC review					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.3.1 Review which functional area of service delivery should undertake Child Permanence Reports	01/09/14	Head of QSP / Head of CiN	C	£0	£0	£0
5.3.2 Ensure that social work reports presented at reviews for children looked after include an updated assessment and analysis of the child's progress since the previous review to inform future planning	30/11/14	Head of CiN / Head of CCM	G	£0	£0	£0
5.3.3 Review the Dispute Resolution process	30/11/14	IRO Manager	G	£0	£0	£0
5.3.4 Review planning arrangements to ensure statutory timescales are met	30/11/14	IRO Manager / Head of QSP	G	£0	£0	£0

5.3.5 Review IRO caseloads to ensure they can meet statutory requirements and increase capacity if required to ensure meet required standards	30/11/14	Head of QSP	G	£100k	£0	£150k
5.3.6 Review mechanisms to ensure that notifications of children coming into care are undertaken in accordance with procedures	30/11/14	Head of QSP / Head of CiN / Head of CCM	G	£0	£0	£0
5.3.7 Strengthen and improve tracking arrangements to ensure all Children in Care have a Permanency Plan by month 4 of their care journey	30/11/14	Head of QSP / TM CAS / IRO Manager	G	£0	£0	£0
5.3.8 Develop quality standards for CPRs and train staff in writing good CPRs	31/12/14	A&F Advisor	G	£0	£0	£0
5.3.9 Introduce clear standards setting out good practice expectations for reviews and provide training for social work staff (within Back to Basics training)	01/01/15	Head of QSP	G	£0	£0	£0
5.3.10 Ensure all Children in Care review reports are provided in advance to children, families, and their carers at least three days before the review is held	31/01/15	CSWMs / SWs	G	£0	£0	£0

Objective:	5.4 Local placement sufficiency, range, quality and cost effectiveness					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.4.1 Review all foster carers annually to determine their continued suitability as carers and to identify their support needs	30/08/14	TM Fost	C	£0	£0	£0
5.4.2 Ensure Local Authority Foster Carers are visited in line with National Minimum Standards, report monthly on compliance and take action to avoid future non-compliance	30/08/14	TM Fost	C	£0	£0	£0
5.4.3 Complete review of in-house care provision	31/01/15	Service Director LSP/ Head of CCS	G	£0	£0	£0

5.4.4 Develop and implement an in-house fostering service improvement plan	31/12/14	Head of CCS	G	£0	£0	£0
5.4.5 Develop and implement an in-house foster carer recruitment and retention strategy	30/11/14	Head of CCS	G			
5.4.6 Review and implement a revised placement commissioning strategy	31/01/15	OM Comm	G	£0	£0	£0
5.4.7 Review sufficiency of placements	31/01/15	OM Comm	G	£0	£0	£0

Objective:	5.5 More care leavers have and take-up the opportunity to remain in their foster placement					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.5.1 Establish a coherent strategy and costed approach to 'Staying Put'	31/11/14	Head of CCS / Service Director LSP	G	£10k	£240k	£537k
5.5.2 Publicise and discuss with young people and foster carers eligibility for and interest in Staying Put arrangements for those young people coming up to 18	31/12/14	Head of CCS / Head of CCM	G	£0	£0	£0
5.5.3 Monitor and report to the Corporate Parenting Panel on take-up of staying put placements	31/11/14	TM Aftercare	G	£0	£0	£0

Objective:	5.6 All care leavers have access to education, training and employment opportunities					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.6.1 Review the Connexions contract to ensure Care Leavers are proactively supported into employment, training or education until the age of 25	30/09/14	Comm Man Connexions	C	£0	£0	£0
5.6.2 Consider a payment by results contract to promote employment, training or educational placements for those Care Leavers who are currently NEET	31/12/14	Comm Man Connexions	A	£0	£0	£0

5.6.3 Review the "pledge" to Children in Care and Care Leavers to increase the opportunities provided by the Council and its partners to make education, training or employment opportunities available	31/12/14	P&E Manager	G	£0	£0	£0
5.6.4 Identify all Care Leavers not in education, training or employment and develop a plan in conjunction with young people, their carers and other agencies to obtain education, training or employment placements	30/11/14	Head of CCM	G	£0	£0	£0
5.6.5 Continue to review the Apprenticeship Brokerage Service to ensure that it delivers better outcomes for our CiC and Care Leavers. Key successes and challenges to be reported to the BCC Skills Group.	31/12/14	14-19 Commissioner	G	£0	£0	£0
5.6.7 Deliver the Traineeship Pilot and ongoing support to teams within the Council to ensure as many opportunities as possible are created and effectively managed. Key successes and challenges to be reported to the BCC Skills Group	31/03/15	AL Service Manager	G	£0	£0	£0
5.6.8 Improve integrated youth support services for Care Leavers through Bucks Youth	01/04/16	Bucks Youth PM	G	£0	£0	£0

Objective:	5.7 The education and health care needs of CiC are identified upon entry to care and prioritised by the Council and Partners					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.7.1 Review and amend the current process for completion of health assessments, including the speedy notification to health when a child is received into care/discharged from care with completed documentation of consent for health assessments	31/12/14	Head of CiN / Health Commissioners	A	£0	£0	£0
5.7.2 Ensure all looked after children have an up-to-date personal education plan that is reviewed annually, report on performance quarterly and take action to ensure compliance	30/11/14	Head of Virtual School	G	£0	£0	£0
5.7.3 Identify any additional learning/support needs for looked after children that are required to promote attainment at GCSE and ensure that the pupil premium is being appropriately utilised to support this work	30/11/14	Head of Virtual School	G			

Objective:	5.8 Children's voices are clearly heard through planning meetings, reviews and the We Do Care Council					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.8.1 IROs ensure that they discuss the plan with the child where appropriate	30/11/14	IRO Manager	G	£0	£0	£0
5.8.2 Social Workers complete review reports in good time for each review and share with the child and carers	30/11/14	Head of CiN	G	£0	£0	£0
5.8.3 Support the We Do Care Council to facilitate the voices of young people and children in developing our services	Ongoing	Senior Practitioner Participation	G	£0	£0	£0

Objective:	5.9 Continue to improve and consolidate permanence through adoption where appropriate					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
5.9.1 Implement the Adoption Reform action plan	31/03/15	Head of CCS	A	£0	£0	£300k
5.9.2 Undertake timely Lifestory work to ensure early permanent placement of children	Ongoing	Head of CCM	G	£100k	£0	£100k

Workstream 6		Improving Tools			
Outcome:	We will improve outcomes for children by ensuring staff have the right tools to enable them to deliver good quality services efficiently				
Ofsted Recommendations:	<p><i>Priority & Immediate:</i> A15 - Ensure that allegations of abuse, mistreatment or poor practice by professionals are dealt with promptly and recorded accurately</p> <p><i>Areas for Improvement:</i> B03 - Review and improve the electronic recording system to ensure that information about children is contained in one place and can easily be accessed by staff B17 - Embed the new performance management framework so that managers at all levels have timely, relevant and accurate performance and quality assurance information to enable them to do their jobs effectively and deliver improvements</p>				
Success Measures:	<ol style="list-style-type: none"> 1. Increased % of users reporting satisfaction with ICS 2. Increased % case audits that evidence that children's wishes and feelings are clearly recorded and acted upon, including non-verbal children 3. Manager have access to timely accurate performance information 				
Sponsor:	Strategic Director Resources and Business Transformation	Project Lead:	Service Director Children & Families	Project Manager:	TBC

Objective:	6.1 A single integrated IT system is in place to record the child's journey through children's social care					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
6.1.1 Undertake a health check of current ICS and EIS systems to see how they can be improved and developed to release social work capacity	31/10/14	Head of QSP / ICS Manager / ICT Service Manager	C	£201k	£114k	£44k
6.1.2 Review and update the communication strategy relating to ICS issues and improvements to ensure practitioners and managers are informed of progress, updates and system changes in a timely and effective way	30/11/14	Head of QSP / ICS Manager / ICT Service Manager	G	£0	£0	£0

6.1.3 Review current training and support arrangements for ICS	30/11/14	Head of QSP / ICS Manager / ICT Service Manager	C	£0	£0	£0
6.1.4 Implement key changes in ICS as a result of the Health Check	31/03/15	Head of QSP/ ICS Manager / ICT Service Manager	G	£0	£55k	£0
6.1.5 Implement an effective system for recording allegations of abuse, mistreatment and poor practice	31/03/15	Head of QSP	G	£15k	£1k	£0

Objective:	6.2 There is a single, integrated and easily accessible set of child care policies and procedures					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
6.2.1 Develop the online policies and procedures to ensure they reflect the Council's overall objectives for children	31/12/14	P&I Officer / Head of Service	G	£35k	£0	£9k
6.2.2 Launch the revised procedures and brief/train social workers and managers in how to use them	01/02/15	Head of QSP / P&I Officer / Head of Service	G	£0	£0	£0

Objective:	6.3 Performance Framework is established					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
6.3.1 Develop, launch and implement the new Performance Management Framework	01/09/14	Head of QSP / Service Director LSP	C	£0	£0	£0

6.3.2 Set up monthly performance workshops for managers	01/12/14	Head of QSP	G	£0	£0	£0
6.3.3 Monthly performance meetings are established by senior managers to ensure improvement in practice and performance	01/12/14	SMT	G	£0	£0	£0
6.3.4 Ensure a suite of Performance Reports are provided to managers on a monthly basis	01/12/14	Head of QSP/ Service Director LSP	G	£83k	£0	£77k
6.3.5 Accurate HR data and information is provided to managers on a monthly basis	31/12/14	MI Reporting Advisor	G	£0	£0	£0

Objective:	6.4 Staff have a range of recording and assessment materials / techniques to record the voice and views of children and their families					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
6.4.1 Review tools available to social workers to use when recording the views of children and develop additional tools as may be necessary	31/12/14	Head of QSP	G	£5k	£0	£0
6.4.2 Review systems, processes and paperwork for recording the child's voice to ensure they are fit for purpose and accessible to practitioners (Back to Basics Training)	31/12/14	Head of QSP	G	£0	£0	£0

Objective:	6.5 The Council, through Corporate Services, provides support that enables children's social care to meet the needs of children and families					
Actions	By When	By Who	RAG	Additional Costs		
				2014/15 one-off	2015/16 one-off	2015/16 ongoing
6.5.1 Introduce tablets for Fostering & Adoption ADM and Panels	31/12/14	Head of CCS	A	Adoption Reform Grant		
6.5.2 Review the business support requirements of Children's Services examining the level of resource available, and needed, the distribution of business support, and tasks undertaken to see if business support could be better used to enhance social work capacity.	31/12/14	CBS Business Partner / Service Director	G	£0	£0	£0

		C&F				
6.5.3 Allocate adequate resources and tools to support budget holders in managing budgets and resources	31/12/14	Head of QSP / Finance Business Partner	G	£15k	£0	£60k
6.5.4 Identify best practice authorities who have used technological solutions to support social work practice and capacity to improve efficiency and effectiveness and produce a costed business plan for Buckinghamshire	31/03/15	Head of QSP / ICS Manager	G	See 6.5.7		
6.5.6 Consider opportunities for 'channel shift' of client and referrer contact	31/03/15	FS Digital Prog Lead	G	Future Shape		
6.5.7 Develop Digital Strategy for CYPS	31/03/15	FS Digital Prog Lead	G	£0	£150	£0
6.5.8 Review the accommodation requirements of teams to ensure the work environment is conducive to efficient and effective ways of working	31/12/14	FM Business Manager		£3k	£0	£0

BSCB ACTION PLAN

Ofsted Recommendations:	C1 Ensure that all partners are fully engaged in the delivery of the Prevention and Early Intervention Strategy so that children and their families have timely access to early help and support.						
Outcome:	Early identification of the child's needs and response to meet their level of need.						
Success Measures:	1. Increase in children and families receiving early help and reduction in the number of children in need and children in need of protection.						
Sponsor:	Cabinet Member	Project Lead:	Chair of the Early Help Sub-Group	Project Manager:	Service Director Children & Families		
Actions				By When	By Who	RAG	Additional Costs
C1.1 Contribute to a refreshed, multi-agency Early Help and Prevention Strategy for Buckinghamshire which is understood and implemented across the partnership				July 2015	EH Sub-Group	G	No direct cost, staffing time from Board & staffing time from agencies
C1.2 Confirm how the BSCB and partners evidence the impact of the Early Help Strategy on outcomes for children, including the most vulnerable, to ensure they receive early help and access to services				31/12/14	Q&P Sub-Group	G	Cost of Early help multi-agency audit
C1.3 Establish a programme of regular reporting on the implementation and impact of the Early Help Strategy to the BSCB				Jan 15	EH Sub-Group	G	Officer time across agencies
C1.4 Assess the effectiveness of the help being provided to children and families, including early help				31/03/15 & 30/9/15	EH Sub-Group	G	Cost of Early help multi-agency audit
C1.5 Strengthen the focus in staff training to the importance of Early help in multi-agency working and effective intervention with families				From Jan 2015	BSCB Training Sub-Group	G	Cost of additional training to support implementation of EH
C1.6 Quality assure practice, through specific multi-agency audits				From Jan 15	EH Sub-Group	G	Officer time across agencies
C1.7 Undertake a multi-agency review of care and service pathways for children and				By	EH Sub-Group	G	Officer time

families in need of Early Help and identify how pathways can be joined up and simplified for service users and professionals in universal services identifying children in need of help	28/02/15 and repeat in Sept 15			across agencies
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Ofsted Recommendations:	C2 Ensure that the multi-agency thresholds document is agreed and understood fully by all partners, supported by clear guidance, including on partners' roles and responsibilities, and implemented and monitored effectively.				
Outcome:	Children receive a speedy assessment and provision of service to meet their level of need.				
Success Measures:	1. A reduction in the number of re-referrals. 2. Audit demonstrates multi-agency understanding, acceptance, and use of thresholds.				
Sponsor:	Chair of the BSCB	Project Lead:	BSCB Business Manager	Project Manager:	BSCB Business Manager
Actions		By When	By Who	RAG	Additional Costs
C2.1 Threshold document to be revised in line with the multi-agency Early Help and Prevention Strategy		16 th Sept agreed by Board	BSCB	C	Staffing time from Board & staffing time from agencies
C2.2 Guidance documentation and implementation		13/11/15	BSCB	C	Staffing time from Board & staffing time from agencies
C2.3 Key performance indicators to measure the impact of the new Thresholds document to be presented to BSCB by the new Quality and Performance sub-group every two months		From Dec 14	Q&P Sub-Group	G	Staffing time from agencies
C2.4 To embed the Threshold guidance in in all single and multi-agency training		Nov 14	Thresholds Working group of the P&P Sub-Group	G	Staff resource: delivery of training/briefings Cost of venues (half day events x4): 1,000
C2.5 Threshold effectiveness to be incorporated into all multi-agency quality audits		Mar 15	M&E Sub-Group	G	Agencies staff time or Auditor 10 days: 5,000

Ofsted Recommendations:	C3 Ensure that the leadership role of the BSCB in safeguarding is clearly established across Buckinghamshire, and that governance arrangements within the Board and with other key strategic bodies are effective in identifying and prioritising work to meet the needs of children, young people and their families.						
Outcome:	To ensure that all strategic bodies are prioritising the needs of children						
Success Measures:	1. That all strategic bodies have a coherent view of the safeguarding priorities for the children in Buckinghamshire and that services are developed accordingly.						
Sponsor:	Chair of the BSCB	Project Lead:	BSCB Business Manager	Project Manager:	BSCB Business Manager		
Actions				By When	By Who	RAG	Additional Costs
C3.1 Develop a Governance Protocol to confirm the functions, responsibilities and organisation of the BSCB, the Joint Executive Team and the link between these two boards and the Health & Well-Being Board				Dec 14	BSCB Bus Man	G	No cost
C3.2 Review BSCB membership to ensure that all agencies provide senior leaders as representatives and the overall size of the Board supports more effective multi-agency working which improves outcomes for children and young people				Dec 14	BSCB Board	G	No cost
C3.3 Strengthen multi-agency engagement and leadership of the BSCB				Dec 14	BSCB Board	G	No cost
C3.4 Elect Deputy Chair to increase capacity				Nov 14	BSCB Board	G	No cost
C3.5 Chair of BSCB – period of tenure to be agreed and reviewed three yearly				Nov 14	CEO	G	No cost
C3.6 Review sub-group focus, terms of reference, chairing and membership				Jan 15	BSCB Board	G	No cost
C3.7 Monitor and challenge attendance of agencies at the Board and Sub-Group meetings				From Jan 15	Chair of the BSCB	G	No cost
C3.8 Review the Board's top priorities, agree SMARTer objectives and outcomes measures and monitor and report on the impact on outcomes for children and young people				Jan 15	BSCB Board	G	No cost
C3.9 For the BSCB to engage directly with Public Health and the Joint Strategic Needs Assessment.				Dec 15	Chair of the BSCB	G	Chair's time
C3. 10 Review of the BSCB website and implement required changes to be more accessible for children, families and front line staff				Mar 15	BSCB Board	G	Cost of website changes Circa £5,000
C3.11 Develop a Communications Strategy to ensure agency partners, front line staff and local communities are aware of the work and difference the BSCB is making				Mar 15	BSCB Board	G	

Ofsted Recommendations:	C4 Ensure that a funding formula is developed, agreed and implemented to provide sufficient resources for the Board to undertake its core business						
Outcome:	The BSCB achieves its business plan to strengthen the safeguarding and promoting of welfare for children and young people in Buckinghamshire.						
Success Measures:	1. The BSCB achieves its business plan to strengthen the safeguarding and promoting of welfare for children and young people in Buckinghamshire.						
Sponsor:	Chair of the BSCB	Project Lead:	BSCB Business Manager	Project Manager:	BSCB Business Manager		
Actions				By When	By Who	RAG	Additional Costs
C4.1 Review the overall budget and agency contributions alongside comparator LSCBs and negotiate adjustments where this is required to meet required statutory duties				Dec 14	Chair of the BSCB	G	Chair & Business Manager time
C4.2 Review current spending patterns and identify any opportunities for greater efficiencies				Dec 14	Chair of the BSCB	G	Board Members' time
C4.3 Present a business case for any additional funding required from partners to deliver this Improvement Plan and revised Business Plan priorities				Jan 15	Chair of the BSCB	G	

Ofsted Recommendations:	C5 Ensure that staff in all agencies are aware of the escalation policy within and between partner agencies and how to use it.					
Outcome:	There is speedy resolution to any inter agency disagreement about how to meet the needs of children and young people.					
Success Measures:	1. That the policy on Escalation, Challenge and Conflict Resolution is used to achieve the commitment to clear and agreed multi agency plans for children.					
Sponsor:	Chair of the BSCB	Project Lead:	BSCB Business Manager	Project Manager:	BSCB Business Manager	
Actions			By When	By Who	RAG	Additional Costs
C5.1 Chair of the Board to write to all agencies re Escalation Policy			Oct 14	Chair of the BSCB	C	No cost
C5.2 Policy & Procedures Sub-Committee to review Escalation Policy and agencies to provide assurance via single and multi-agency audits and S11 Audit			Jan 15	P&P Sub-Group	G	
C5.3 All agencies to confirm that the escalation policy is included in induction and all single and multi-agency training programmes			End Dec 14	BSCB Board	G	No cost
C5.4 All agencies to confirm that the escalation policy is on their web site			End Dec 14	BSCB Board	G	No cost
C5.5 BSCB to receive regular reports on the use and effectiveness of the revised Escalation Policy			Bi monthly from Jan 15	BSCB Training Manager	G	No cost
C5.6 Promote attendance at the BSCB's course on Escalation, Challenge and Conflict Resolution			Sept 14	BSCB Training Manager	C	No cost

Ofsted Recommendations:	C6 Ensure that the Board evaluates its effectiveness and provides challenge when necessary.						
Outcome:	That challenges from the Board achieve service improvements for children and young people.						
Success Measures:	1. The BSCB can demonstrate the link between its challenges and service improvements for children and young people.						
Sponsor:	Chair of the BSCB	Project Lead:	BSCB Business Manager	Project Manager:	BSCB Business Manager		
Actions				By When	By Who	RAG	Additional Costs
C6.1 All Board and sub-group meetings to evidence a stronger focus and challenge to all agency partners on implementation of action plans and their effectiveness and impact				From Nov 14	BSCB Board	G	No cost
C6.2 Introduce a more systematic approach to recording and reporting challenge and support to partner agencies within Board and Sub-group meetings				From Dec 14	Chair of BSCB	G	No cost
C6.3 BSCB annual Reports to include a stronger focus on impact and the difference the Board is making to improve safeguarding of children and young people in Buckinghamshire				From Apr 15	BSCB Board	G	Board Members' time

Ofsted Recommendations:	D1 Ensure that operational staff are included in a programme of routine multi-agency audits of front-line practice to provide rigorous scrutiny of work in this area. Individual agencies must own the findings of audits and use this information effectively to promote improvement.						
Outcome:	Improvements to services for children are informed by practitioner knowledge and experience.						
Success Measures:	1. The BSCB can evidence that service improvements are informed by frontline knowledge and experience.						
Sponsor:	Chair of the Quality & Performance Sub-Group	Project Lead:	BSCB Business Manager	Project Manager:	BSCB Business Manager		
Actions				By When	By Who	RAG	Additional Costs
D1.1 To produce a revised Quality and Performance Framework for the Board which will be supported and driven by the new Quality and Performance Sub-group				Jan 15	Q&P Sub-Group	G	Agencies staff time
D1.2 To develop and agree a more effective set of auditing tools and associated guidance which reflects best practice in this area				From Jan 15	BSCB Board	G	Agencies staff and managers time

D1.3 Individual agencies to report to the Quality & Performance Sub-Group on actions taken to promote improvement	From Dec 14	All agencies	G	Agencies staff and managers time
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Ofsted Recommendations:	D2 Ensure that young people's views routinely inform service improvement.				
Outcome:	Service improvements are relevant and meaningful to children and young people				
Success Measures:	1. The BSCB can evidence that children and young people have influenced service improvements.				
Sponsor:	Chair of the BSCB	Project Lead:	BSCB Business Manager	Project Manager:	BSCB Business Manager
Actions		By When	By Who	RAG	Additional Costs
D2.1 Establish a mechanism to ensure the voice of children & young people are heard and acted upon in the BSCB and Sub-Groups		From Jan 15	BSCB Board & Sub-Groups	G	Initially no cost but for review
D2.2 Strengthen direct engagement between the BSCB and children and young people		From Jan 15	BSCB Chair	G	
D2.3 To ensure that all single and multi-agency audits include 'the voice of the child'		From Jan 15	All agencies	G	No cost

Ofsted Recommendations:	D3 Ensure that more privately fostered children and young people are identified and supported by promoting awareness of private fostering				
Outcome:	Children and young people who are privately fostered receive early assessments and services to meet their needs.				
Success Measures:	1. An increase in the number of referrals for private fostering assessments				
Sponsor:	Chair of the BSCB	Project Lead:	BSCB Business Manager	Project Manager:	BSCB Business Manager
Actions		By When	By Who	RAG	Additional Costs
D3.1 Task the Communications sub-group to undertake a further awareness raising campaign for staff and the public in relation to children who may be privately fostered		Jan 15	BSCB task & finish group	G	Agencies staff time
D3.2 Ensure that the Quality & Performance Sub-Group receives data on children who are privately fostered and challenges where appropriate		From Jan 15	Q&P Sub-Group	G	No cost

D3.3 Engage more effectively with schools and staff in other children's settings on the need and process for referring children who may be privately fostered	June 15	Q&P Sub-Group	G	No cost
D3.4 Ensure awareness of Private Fostering is monitored through the Section 11 audit	Mar 15	BSCB Board	G	No cost
D3.2 To receive annual reports at BSCB on activity in private fostering	From Oct 14	TM Fostering	G	LA staff time

Ofsted Recommendations:	D4 Ensure that the BSCB undertakes effective monitoring and quality assurance of multi-agency safeguarding practice. This should include robust analysis of safeguarding data, including information from all key partner agencies so that issues and implications for multi-agency safeguarding practice are identified and addressed.			
Outcome:	Services are strengthened to safeguard and promote the welfare of children and young people in Buckinghamshire.			
Success Measures:	1. BSCB can evidence robust oversight and challenge of agencies' performance in safeguarding and promoting the welfare of children and young people			
Sponsor:	Chair of the Monitoring & Evaluation Sub-Committee	Project Lead:	BSCB Business Manager	Project Manager: BSCB Business Manager
Actions		By When	By Who	RAG Additional Costs
D4.1 To agree a new multi-agency data set		Jan 15	Q&P Sub-Group	G Agencies staff time
D4.2 To agree an annual programme of single & multi-agency data scrutiny		Jan 15	Q&P Sub-Group	G Agencies staff time
D4.3 To ensure that key issues from the above data is reported to the BSCB		From Nov 14	Q&P Sub-Group	G No cost

Ofsted Recommendations Mapped to Workstreams to Address Them

	<i>Workstream 1</i>	<i>Workstream 2</i>	<i>Workstream 3</i>	<i>Workstream 4</i>	<i>Workstream 5</i>	<i>Workstream 6</i>
	Improving Leadership, Governance & Partnerships	Improving Quality of Social Work Practice	Improving the Strength & Capacity of the Workforce	Improving Early Help and the Front Door	Improving Services for children on the edge of care, in care & Permanence Planning	Improving Tools
Priority & Immediate	A02	A01	A04	A05	A13	A15
	A03	A08		A06	A14	
	C02	A09		A07		
	C03	A10		C01		
	C04	A11				
	C05	A12				
	C06					
Areas for Improvement	B12	B04		B01	B02	B03
	B18				B05	B17
	D01				B06	
	D02				B07	
	D03				B08	
	D04				B09	
					B10	
					B11	
					B12	
					B13	
					B14	
					B15	
					B16	

Ofsted Recommendations

Ref	Recommendation	Story Behind the Recommendation (taken from main body of inspection report)	What 'good' looks like (taken from Inspection Framework)
A01	Review all unallocated cases that have been closed without the child's needs being assessed and ensure that any necessary action is taken to meet them	At the time of this inspection, a high number of children in need of statutory intervention and protection were without an allocated social worker. As a result, too many of them are at risk of harm. The level of unallocated work is a long-standing problem.	Children and young people are protected, the risks to them are identified and managed through timely decisions and the help provided reduces the risk of, or actual, harm to them. Children and young people receive help that is proportionate to risk; children and families are not routinely subjected to formal child protection investigations if these are not necessary.
A02	Ensure that the local authority as a whole takes responsibility for and prioritises the improvements needed in children's social care	Political leaders and chief officers state that children's social care is not in the top two priorities for the Council. This limits the effectiveness of those with lead responsibility for Children's Social Care to drive up standards and sustain longer-term change.	Local authority senior managers, leaders and elected members discharge their individual and collective statutory responsibilities.
A03	Ensure that all partners understand and agree on the multi-agency thresholds document, that it is implemented and monitored effectively, and that it is supported by clear guidance	Thresholds for services are not understood. Professionals from other agencies report high levels of concern about intervention by children's social care. Agencies do not agree about the threshold for intervention by children's social care. A threshold document has been refreshed very recently, but its launch was piecemeal and the accompanying guidance has not yet been published.	Thresholds for intervention accord with the requirements of legislation, are appropriate, understood by partners, consistently applied, well embedded, reviewed and updated regularly. Drift and delay are avoided.
A04	Ensure that there are enough suitably qualified and skilled social workers and first-line managers to provide services that are safe, responsive and effective		The local authority social care workforce is sufficient, stable, suitably qualified and competent to deliver high-quality services to children and their families. Managers and practitioners are experienced, effectively trained and supervised and the quality of their practice improves the lives of vulnerable children, young people and families.
A05	Ensure that, when children and young people are referred	At the time of the inspection there were 261 children who had been referred to First Response but who	The local authority social care workforce is sufficient, stable, suitably qualified and competent to deliver

Ref	Recommendation	Story Behind the Recommendation (taken from main body of inspection report)	What 'good' looks like (taken from Inspection Framework)
	to children's social care, there is sufficient capacity in this part of the service to undertake the work effectively, and that children are assessed swiftly so that their safety is secured	had not been seen. Although all cases had been risk assessed by a manager inspectors did not feel that the risk assessment process was robust enough to warrant not seeing the child within timescales.	high-quality services to children and their families.
A06	Ensure that suitably qualified staff undertake assessments, that these focus on the needs and wishes of the child, provide a thorough assessment of parental attributes, consider historical factors, and analyse risk and resilience factors in detail	The diverse needs of children arising from culture, religion, ethnicity, gender, gender identity or sexuality are not detailed enough in assessments or addressed in plans. This information is critical in helping children understand their experiences.	For children who need help and protection, assessments (including common or early help assessments) are timely, proportionate to risk, and informed by research and by the historical context and significant events for each case.
A07	Ensure that information about children and families is shared and recorded in line with legislation and case law, with consent obtained except in circumstances where it would heighten risk of significant harm to a child or young person. Ensure that historical information is included so that risks can be better analysed and understood	A threshold document has been refreshed very recently, but its launch was piecemeal and the accompanying guidance has not yet been published. Similarly, the information-sharing protocol to govern work within the proposed Multi-Agency Safeguarding Hub (MASH) is yet to be finalised and formally agreed. This results in confusion and poor practice in relation to consent and confidentiality issues.	Information-sharing between agencies and professionals is timely, specific and effective and takes full account of the requirements set out in legislation and guidance about the need to obtain parental consent for enquiries to be made, except where in seeking that consent a child is likely to suffer significant harm or further harm.
A08	Ensure that children and young people are visited regularly, seen alone by their social workers, and have enough time with them to build and maintain positive relationships	Caseloads in many teams are too high, meaning social workers cannot do their job effectively. As a result, some children at risk and in care are not visited regularly by their social workers. Children and their families experience frequent changes in social workers, often at short notice. This has a negative impact on children developing meaningful relationships with their social workers and leads to drift and delay.	Children, young people and families benefit from stable and meaningful relationships with social workers. They are engaged in all actions and decisions and understand the intentions of the help they receive.

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A09	Ensure that case records contain an accurate account of the child's experiences, an analysis of their cultural, religious and diversity needs, and detailed reasons for key decisions	Social workers understand the wishes and feelings of children, but this is not always reflected in case records. The diverse needs of children arising from culture, religion, ethnicity, gender, gender identity or sexuality are not detailed enough in assessments or addressed in plans. This information is critical in helping children understand their experiences.	Case records reflect the work that is undertaken with children and clearly relate to the plans for their futures. The style and clarity of records enhances the understanding that children and young people have about their histories and experiences.
A10	Ensure that child protection strategy meetings, discussions and conferences consider the views of all relevant agencies and professionals when determining how to proceed in possible child protection cases	There have been some recent improvements in the First Response Team. A revised duty system is improving the response to referrals. The timeliness of child protection strategy discussions has improved, although these are normally telephone conversations only between the social care manager and the police. This therefore excludes other professionals known to be involved with the child and limits the effectiveness of the discussions.	Children and young people are protected through effective multi-agency arrangements. Case conferences, strategy meetings, core groups and multi-agency risk assessment conferences (MARAC) ¹ are attended by key participants and are effective forums for timely information-sharing, planning and risk-based decision-making.
A11	Ensure that all plans for children and young people focus on their assessed needs, with clear timescales and outcomes by which progress can be measured	All child protection plans sent to parents' state what needs to happen to enable the plan to end. However, most of the plans simply list tasks: they are not specific, do not have clear timescales and do not specify what the intended outcomes are.	Children in need have a plan setting out the help that is offered. Children and young people who need protection are subject to a child protection plan that clearly identifies the work that will be offered to help the family and the necessary changes to be achieved within appropriate timescales for the child or young person. Social workers engage with the family who understand the help they will receive, what has to change and the options for the future.
A12	Ensure that core groups consistently review progress in achieving the aims of the child protection plan and that escalation processes follow if parents fail to engage	Most core group meetings review a family's circumstances rather than measure progress, leading to drift and delay. The core groups do not act or escalate matters where parents are not cooperating.	Where families refuse to engage there are continued attempts to help them to do so. However, where there are concerns about the safety and protection of children and parents do not engage, there is a full risk assessment and urgent involvement of a senior manager in all decisions about next steps.
A13	Undertake timely statutory visits to all looked after children and record on the	Care for some looked after children is not good enough. Managers do not know if all statutory visits are completed because performance information is	Children and young people are ... consistently seen and seen alone by social workers where statutory guidance requires that this should happen and it is

Ref	Recommendation	Story Behind the Recommendation (taken from main body of inspection report)	What 'good' looks like (taken from Inspection Framework)
	children's case files whether they are spoken to alone	missing. In some cases, statutory guidance setting out the minimum frequency of visits is not followed.	professionally judged to be in the best interests of the child.
A14	Ensure that managers' decisions for children to return to their families are clearly recorded and supported by a risk assessment and support plan to enable them to be reunited successfully	Inspectors saw a number of cases where children had recently returned home, but none of these young people had had a risk assessment to consider whether previous concerns had been ameliorated. For a small number of children this led to continued instability and further periods in care. Managers' decision-making was not clear.	Where the plan for a child or young person is to return home, there is evidence of purposeful work to help the family to change so it is safe for the child to return. Further episodes of being looked after are avoided unless they are provided as a part of a plan of support.
A15	Ensure that allegations of abuse, mistreatment or poor practice by professionals are dealt with promptly and recorded accurately	The system for managing allegations against professionals and the lack of resources has resulted in the Local Authority Designated Officer (LADO) not being able to respond promptly to allegations of harm or potential harm caused by professionals. Records are not always accurate. In one case seen, unsafe recruitment practice was evident but the recording of the LADO's actions was unclear. The LADO remains without an adequate database and this affects how managers' record and quality assure the work.	Allegations of abuse, mistreatment or poor practice by professionals and carers are taken seriously. Steps are taken to protect children and young people and the management of allegations is robust and effective.
B01	Ensure that the local authority and partners coordinate and target early help effectively, so that families receive support when their need is first identified	The absence of coordinated, early, multi-agency arrangements to support universal services, such as health and schools, is leading to increased referrals to social work services.	Children, young people and families are offered help when needs and/or concerns are first identified and, as a consequence of the early help offered, children's circumstances improve and, in some cases, the need for targeted services is lessened or avoided. The interface between early help and statutory child protection work is clearly and effectively differentiated.
B02	Ensure that social work reports presented at reviews for children looked after include an updated assessment and analysis of the child's progress since the previous review to inform future planning	The quality of care planning and reviews is inconsistent. Of particular concern is the number of reviews which take place without a social work report. This means that children's progress and changing needs are not always considered. Although IROs provide a safety net in these cases, there is a risk that important information will be missed and plans not tailored to meet changing needs.	Care plans comprehensively address the needs and experiences of children and young people.

Ref	Recommendation	Story Behind the Recommendation (taken from main body of inspection report)	What 'good' looks like (taken from Inspection Framework)
B03	Review and improve the electronic recording system to ensure that information about children is contained in one place and can easily be accessed by staff	Too many case files lack chronologies and, even when they do include them, the chronologies are incomplete or not up to date. Records of management decisions and weekly unit meetings are not comprehensive. Some records, such as core group minutes are duplicated to sibling case files, which mean that they are not always personal to the child. This prevents new workers and managers from swiftly understanding when they take over a case or when the allocated social worker is absent. It also reduces the value of the records to children when they read them.	Case records reflect the work that is undertaken with children and clearly relate to the plans for their futures. The style and clarity of records enhances the understanding that children and young people have about their histories and experiences
B04	Ensure that children's records are accurate and up to date including ensuring that records of looked after review meetings, reports and minutes are on the child's case file.	The majority of case records are poor. The electronic social care record shows blank plans and review reports entered on the system and key documents stored in other systems. Case records do not accurately reflect the child's journey and the reasons for key decisions. This limits social workers' ability to talk to children in the future about their lives and new social workers' understanding of the case. This also limits the capacity of IROs and managers to track young people's progress effectively.	Case records reflect the work that is undertaken with children and clearly relate to the plans for their futures. The style and clarity of records enhances the understanding that children and young people have about their histories and experiences.
B05	Ensure sufficient Independent Reviewing Officer capacity exists for them to undertake their statutory responsibilities, including monitoring children's care plans and visiting children between statutory reviews	The Independent Reviewing Officers (IROs) do not have enough time to meet all their statutory responsibilities, including monitoring children's progress and visiting them between reviews. They prioritise the children who are most in need of visits, routinely see all children alone before their reviews and challenge poor practice on behalf of individuals. However, a lack of capacity in the Children in Need teams means the challenge from IROs is not having a significant impact on overall practice for looked after children.	Plans to make permanent arrangements for children and young people are effectively and regularly reviewed by independent reviewing officers (IROs). IROs bring rigour and challenge to the care planning and monitor the performance of the local authority as a corporate parent, escalating issues as appropriate. They enable timely plans to be agreed to meet the needs of children and to ensure that their best interests remain paramount.
B06	Improve the quality of information about individual children in their permanence reports (CPRs) and about	Child Permanence Reports are not consistently satisfactory, yet these are essential to ensure that children are matched with the right adoptive parents and to give prospective adopters the information	The CPR provides information of sufficient quality for decisions to be made about whether the child should be placed for adoption and assists the agency in matching the child with an appropriate prospective

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	prospective adopters in adoption assessments and ensure that a senior manager agrees the reports before they go to the panel	they need.	adopter. The CPR provides information about the child on which the prospective adopter and the child, on reaching adulthood, can rely
B07	Ensure that all care leavers have a pathway plan to guide their transition to independence. These should include contingency arrangements, take account of their education and health history, and be updated promptly as circumstances change	A high proportion of care leavers (70 of 142) do not have a current, complete pathway plan or equivalent. This means that managers do not have an explicit record of the young person's views and assessed needs for review and quality assurance.	Pathway planning is effective and plans (including transition planning for looked after children with learning difficulties and/or disabilities) address all young people's needs and are updated as circumstances change.
B08	Improve the timeliness of initial health assessments for looked after children who live outside Buckinghamshire	Initial health assessments take too long, an average of 62 days from when the child becomes looked after, so any health needs are not tackled early enough. This is particularly worrying in cases of long-term neglect where information about health is needed to inform assessments and long-term plans.	Children and young people are in good health or are being helped to improve their health and their health needs are identified. Children and young people who live away from their 'home' authority have immediate access to education and health services that meet their needs as soon as they begin to live outside of their 'home' area.
B09	Ensure that sufficient foster carers and children's home placements are available in Buckinghamshire to meet needs, that children are placed out of area only when it is part of their care plan	Children and young people do not have enough choice about their placements. The local authority provides six residential beds in the county and 111 local authority foster carers. This means that over 50% of looked after children are placed out of the county. For particular reasons, some children need to live away from their home area, but most do not. The majority of placements out of the county are the result of insufficient resources within it and not because of assessed needs. For children placed out of area, distance adversely affects their relationships with family, the frequency of their visits home, the ability to maintain continuity of school place and access to health assessments.	The recruitment, assessment, training, support, supervision, review and retention of foster carers including kinship carers (connected persons) and, as appropriate, special guardians, ensures that families approved are safe and sufficient in number to care for children and young people with a wide range of needs.
B10	Review all foster carers	Insufficient capacity in the fostering team means that	The recruitment, assessment, training, support,

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	annually to determine their continued suitability as carers and to identify their support needs	approximately 25% of foster carers did not have annual reviews last year. The result is that oversight to confirm their continuing suitability and identify any support, training and development needs is insufficient, although foster carers say they are well supported. Supervising social workers do not always visit them often enough and do not provide sufficient support and supervision.	supervision, review and retention of foster carers including kinship carers (connected persons) and, as appropriate, special guardians, ensures that families approved are safe and sufficient in number to care for children and young people with a wide range of needs.
B11	Strengthen work to close the gap in educational attainment at secondary school between looked after children and other pupils in Buckinghamshire and make sure that looked after children have access to 'good' and 'outstanding' schools.	<p>Looked after children do well at primary school. The large majority make better than expected progress from their starting points and, overall, they are doing almost as well as other children in the same age group by the end of Key Stage. However, the gap between their attainment and that of all children in Buckinghamshire has widened by the age of 16. As is the case nationally the worst performing group comprises those who become looked after in their teens.</p> <p>In 2013, only 4% of looked after pupils who are eligible to sit exams achieve five GCSEs at A* to C including English and mathematics. This is in stark contrast to the 71% rate for all children in Buckinghamshire and to the 15.3% for all looked after children in England.</p>	The local authority works with partners to deliver early help, protect children and young people, improve educational attainment and narrow the gap for the children looked after and care leavers.
B12	Strengthen the representation of care leavers in the Children in Care Council (We Do Care) and ensure that they are influential in revising the Care Leavers' Pledge	Representation of care leavers on 'We Do Care' is low and continuity is fragile. At a time when the authority is considering revising the Care Leavers' Pledge, care leavers have too little opportunity to exchange their views and have a say.	Children and young people are represented by a Children in Care Council or similar body which is regularly consulted on how to improve the support they receive.
B13	Increase awareness and take-up of the 'staying-put' arrangements for young people to remain with foster carers beyond the age of 18 and develop more choice for care leavers' accommodation,	The lack of a published 'staying put' policy means that not enough care leavers are aware of the possibility of remaining with their foster carers beyond their 18th birthday.	Young people aged 16 and 17 are encouraged to remain looked after until their 18th birthday where (and this will usually be the case) this is in their best interest. They can remain in placements beyond their 18th birthday or, where more appropriate, live in permanent and affordable accommodation that meets their needs and those of their children, where relevant.

Ref	Recommendation	Story Behind the Recommendation (taken from main body of inspection report)	What 'good' looks like (taken from Inspection Framework)
	including when they need or wish to settle outside the county		
B14	Develop further opportunities for care leavers to take up work experience, apprenticeships and work-based learning	Provision for care leavers to take up vocational training and work-based learning is insufficient. Very few care leavers are currently in apprenticeships and only one of these is within the authority's services.	Care leavers have access to appropriate education and employment opportunities, including work experience and apprenticeships. They are encouraged and supported to continue their education and training, including those aged 21 to 24 years.
B15	Raise the proportion of children in care and care leavers who are in education, employment or training and close the gap between them and other children and young people in Buckinghamshire	The proportion of care leavers who are not in education, employment or training (NEET) is too high at 25%. Although this is lower than the national average for care leavers, the rate is much higher than that for their peers in Buckinghamshire (6%).The figure of 25% represents 38 care leavers between 18 and 24 years of age. It is a continuation of the gap in achievement seen for older looked after children, with too few gaining useful qualifications, skills and experience for work.	The local authority works with partners to deliver early help, protect children and young people, improve educational attainment and narrow the gap for the children looked after and care leavers. Care leavers have access to appropriate education and employment opportunities, including work experience and apprenticeships. They are encouraged and supported to continue their education and training, including those aged 21 to 24 years.
B16	Raise awareness to private fostering and assess and support all privately fostered children in accordance with regulations and guidance	The local authority has a lack of focus on children who are privately fostered. The capacity of the team has been reduced and it is not always meeting regulatory requirements. The number of privately fostered children is low at only three. There is a lack of awareness across the county about the importance of notifying the authority of such arrangements.	Children and young people who are privately fostered are identified by the local authority, in conjunction with partners. Once they are identified, the local authority discharges in full its statutory responsibility to ensure that they are safe and that their health and well-being are properly promoted.
B17	Embed the new performance management framework so that managers at all levels have timely, relevant and accurate performance and quality assurance information to enable them to do their jobs effectively and deliver improvements	At all levels, managers and partners lack a sense of critical enquiry about the impact of poor performance on vulnerable children. Performance management information and effective quality assurance are not established. As a result, senior leaders have not analysed, in detail, the deep-seated problems, the findings from which could drive improvement.	The local authority, through performance management and monitoring, has an accurate and systematically updated understanding of its effectiveness. It demonstrates a track record of dealing rigorously and effectively with areas for development. Leaders, including elected members and managers, have a comprehensive and current knowledge of what is happening at the 'front line' and a track record of responding appropriately and quickly to service deficiencies or new demands
B18	Review governance	Arrangements across the Children & Young People's	The governance arrangements enable LSCB partners

Ref	Recommendation	Story Behind the Recommendation (taken from main body of inspection report)	What 'good' looks like (taken from Inspection Framework)
	arrangements between the Children & Young People's Partnership Board, the Buckinghamshire Safeguarding Children Board (BSCB) and the Health and Well-being Board so that improved outcomes for children and young people are prioritised, tracked and evaluated across the partnership	Partnership Board, the Buckinghamshire Safeguarding Children Board (BSCB) and the Health and Well-being Board to make outcomes for children a shared priority are not aligned. This means that the collective accountability of these boards in helping and protecting vulnerable children is inhibited.	(including the Health and Well-Being Board and the Children's Trust) to assess whether they are fulfilling their statutory responsibilities to help (including early help), protect and care for children and young people. The LSCB effectively prioritises according to local issues and demands and there is evidence of clear improvement priorities identified that are incorporated into a delivery plan to improve outcomes.
C01	Ensure that all partners are fully engaged in the delivery of the Prevention and Early Intervention Strategy so that children and their families have timely access to early help and support.	The BSCB has failed to ensure that all key partners contribute fully and actively to improving the delivery of prevention and early help services. Partners have been too slow to take on full responsibility for their roles in promoting children's welfare. The Early Help Strategy and offer is a very recent development.	Children, young people and families are offered help when needs and/or concerns are first identified and, as a consequence of the early help offered, children's circumstances improve and, in some cases, the need for targeted services is lessened or avoided. The interface between early help and statutory child protection work is clearly and effectively differentiated
C02	Ensure that the multi-agency thresholds document is agreed and understood fully by all partners, supported by clear guidance, including on partners' roles and responsibilities, and implemented and monitored effectively.	Thresholds for services are not understood. Professionals from other agencies report high levels of concern about intervention by children's social care. Agencies do not agree about the threshold for intervention by children's social care. A threshold document has been refreshed very recently, but its launch was piecemeal and the accompanying guidance has not yet been published.	Thresholds for intervention accord with the requirements of legislation, are appropriate, understood by partners, consistently applied, well embedded, reviewed and updated regularly. Drift and delay are avoided.
C03	Ensure that the leadership role of the BSCB in safeguarding is clearly established across Buckinghamshire, and that governance arrangements within the Board and with other key strategic bodies are effective in identifying and prioritising work to meet the		The governance arrangements enable LSCB partners (including the Health and Well-Being Board and the Children's Trust) to assess whether they are fulfilling their statutory responsibilities to help (including early help), protect and care for children and young people. The LSCB effectively prioritises according to local issues and demands and there is evidence of clear improvement priorities identified that are incorporated into a delivery plan to improve outcomes.

Ref	Recommendation	Story Behind the Recommendation (taken from main body of inspection report)	What 'good' looks like (taken from Inspection Framework)
	needs of children, young people and their families.		
C04	Ensure that a funding formula is developed, agreed and implemented to provide sufficient resources for the Board to undertake its core business	<p>The work of the Board and the Child Death Overview Panel is compromised by funding cuts. The appointment of a BSCB Training Manager is for one year only as funding is not assured beyond this.</p> <p>The Board's capacity to maintain breadth in its training activity is significantly compromised, both by funding restrictions and because some agencies do not release staff to participate.</p>	
C05	Ensure that staff in all agencies are aware of the escalation policy within and between partner agencies and how to use it.	Inspectors found variable knowledge, for example, about compliance with and the use of the child protection, medical and escalation policies.	Children and young people in need of help and protection are identified by professionals, including those in adult services, and appropriate referrals are made to children's social care. Social work expertise and advice is available to support other professionals in determining the best steps to take next. There is a timely and effective response to referrals, ² including out of normal office hours.
C06	Ensure that the Board evaluates its effectiveness and provides challenge when necessary.	<p>The BSCB does not monitor and evaluate the quality and effectiveness of multi-agency safeguarding work systematically or robustly.</p> <p>The focus of the information presented is too narrow and the Board members are not sufficiently enquiring to understand and challenge day-to-day practice. As a result, practice and performance remain poor.</p>	Regular and effective monitoring and evaluation of multi-agency front-line practice to safeguard children ³ identifies where improvement is required in the quality of practice and services that children, young people and families receive. This includes monitoring the effectiveness of early help.
D01	Ensure that operational staff are included in a programme of routine multi-agency audits of front-line practice to provide rigorous scrutiny of work in this area. Individual agencies must own the findings of audits and		The LSCB uses case file audits including joint case audits to identify priorities that will improve multi-agency professional practice with children and families. The chair raises challenges and works with the local authority and other LSCB partners where there are concerns that the improvements are not effective. Practitioners and managers working with

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	use this information effectively to promote improvement.		families are able to be involved in practice audits, identifying strengths, areas for improvement and lessons to be learned. The experiences of children and young people are used as a measure of improvement.
D02	Ensure that young people's views routinely inform service improvement.		The views and experiences of children, young people and their families are at the centre of service design and influence development and strategic thinking.
D03	Ensure that more privately fostered children and young people are identified and supported by promoting awareness of private fostering.	The number of children known to be privately fostered remains extremely low. Actions to promote agency and public awareness of private fostering arrangements have not led to more children being identified. The BSCB needs to do more to promote such awareness so that children, young people and carers can be assessed and offered support.	The number of children known to be privately fostered remains extremely low. Actions to promote agency and public awareness of private fostering arrangements have not led to more children being identified. The BSCB needs to do more to promote such awareness so that children, young people and carers can be assessed and offered support.
D04	Ensure that the BSCB undertakes effective monitoring and quality assurance of multi-agency safeguarding practice. This should include robust analysis of safeguarding data, including information from all key partner agencies so that issues and implications for multi-agency safeguarding practice are identified and addressed.	The Board does not have a performance dataset from across the partnership. The focus of the information presented is too narrow and the Board members are not sufficiently enquiring to understand and challenge day-to-day practice. As a result, practice and performance remain poor.	The LSCB, through its annual report, provides a rigorous and transparent assessment of the performance and effectiveness of local services. It identifies areas of weakness and the causes of those weaknesses, and evaluates and where necessary challenges the action being taken. The report includes lessons from management reviews, serious case reviews and child deaths within the reporting period.

Current Post Holders

Ref	Post	Current Postholder(s)
A&F Advisor	Adoption & Fostering Advisor	Carol Hughes / Janet Travis
A&L Service Manager	Adult Learning Service Manager	Beth French
ADM	Agency Decision Maker Adoption & Fostering	Gill Steckiewicz
Bucks Youth PM	Bucks Youth Project Manager	Ben Cahill
CBS Business Partner	Corporate Business Support Business Partner	Michelle Hughes
Chair of ES&C Select Committee	Chairman of Education, Skills and Children's Services Select Committee	Cllr Val Letheren
CEO	Chief Executive	Chris M Williams
Comm Man Connexions	Commissioning Manager Connexions	John Everson
Conferencing Manager	Conferencing Manager	Chris Jennion
CSWMs	Consultant Social Work Managers	
FIS Manager	Family Information Service Manager	Liz Smith
FM Business Manager	Facilities Management Business Manager	Gill Smith
FS Digital Prog Lead	Future Shape Digital Programme Lead	Sophie Payne
GMs	Group Managers	
Head of CCM	Head of Children's Care Management	Kathy Forbes
Head of CCS	Head of Children's Care Service	Steve Tanner
Head of CiN	Head of Children in Need	Sarah Harris
Head of FRS	Head of Family Resilience Service	Joy Shakespeare
Head of FRT	Head of First Response Team	Amanda O'Borne
Head of P&C	Head of Prevention & Commissioning	Ben Thomas
Head of QSP	Head of Quality, Standards and Performance	Carol Douch
Head of Service	Head of Service	Barry Kirwan
Head of Virtual School	Head of Virtual School	Penny Todd
Health Commissioners	Head of Joint Care Commissioning - Buckinghamshire CCGs	Debbie Richards
Health Commissioners	CYP Health Commissioner – Buckinghamshire CCGs	Sue Burke

ICS Manager	ICS Safeguarding Procedures Manager	Cecilia Bool
ICT Service Manager	ICT Service Manager	Paul Hobart
IRO Manager	Independent Reviewing Officer Manager	Elaine Miles
L&D Business Partner	Learning & Development Business Partner	Kate Glover-Wright
Leader	Leader of the Council	Cllr Martin Tett
MI Reporting Advisor	MI Reporting Advisor	Jonathan Bullard
OM Comm	Operations Manager Commissioning	Simon Brown
PIMs	Practice Improvement Managers	
P&E Manager	Policy & Equalities Manager	Yvette Thomas
P&I Officer	Policy & Information Officer	Muriel Alleaume
Sen Info Officer	Senior Information Officer	Hayleigh Carter
SMT	Senior Management Team	
Senior Practitioner Participation	Senior Practitioner Participation	Simon Billenness
Service Director C&F	Service Director Children & Families	David Johnston
Service Director HR	Service Director Human Resources	Chris Daltry
Service Director LSP	Service Director Learning, Skills and Prevention	Chris Munday
Strategic Director CS	Interim Strategic Director Children's Services	Trevor Boyd
Strategic Director Resources and Business Transformation	Strategic Director Resources and Business Transformation	Gill Quinton
Strategic Property Manager	Strategic Property Manager	James Mulroy
SWs	Social Workers	
Team Leader Org Dev	Team Leader Organisational Development	Frances Mills
TMs	Team Managers	
TM Aftercare	Team Manager Aftercare	Gill Roscoe
TM CAS	Team Manager Court Assessment Service	Diane Davies
TM FS	Team Manager First Steps	Yoni Ejo
TM Fost	Team Manager Fostering	Lyn Peachey
Workforce Man Manager	Workforce Management Manager	Jenny O'Neill
14-19 Commissioner	14-19 Commissioner	Adam Johnson

Improvement Board Members (draft)

Post	Organisation
Chief Officer	Buckinghamshire County Council
Leader of the Council	Buckinghamshire County Council
Cabinet Member Children's Services	Buckinghamshire County Council
Managing Director Children's Social Care & Education	Buckinghamshire County Council
Managing Director Business Enterprise	Buckinghamshire County Council
Director of Assurance	Buckinghamshire County Council
Chair of Buckinghamshire Safeguarding Children Board	
Chair of Health & Well-Being Board	
Chief Operating Officer	Aylesbury Vale CCG
Headteacher	Representative of Primary Schools
Headteacher	Representative of Secondary Schools
Director of Children's Services	Cambridgeshire County Council
Adviser	Independent