



Cyngor Sir Powys County Council

CHILDREN'S SERVICES IMPROVEMENT PLAN 2017-2020

“Working together to ensure that children and young people in Powys are safe, healthy, resilient, learning, fulfilled and have their voices heard, valued and acted on.”

Introduction

This plan sets out the key actions we will take in delivering the Powys County Council's Children's Services improvement Programme. By completing these actions, we will:

- fulfil the Council's vision for improving the quality of care and support available to children, young people and families in Powys
- meet the recommendations set out in the Care Inspectorate Wales (CIW) inspection report (October 2017); and
- satisfy requirements placed upon the Council by Welsh Government.

The plan has been developed by all parts of the Council working together, reflecting the need for significant and systematic change across the whole organisation. It outlines also the contribution that can be made by the Children and Young People Partnership (CYPP), the third sector (supported by Powys Association of Voluntary Organisations or PAVO) and other collaborative groups such as the Regional Safeguarding Board. Only by a sustained commitment to collaborative working can we look to match more consistently the needs of families and the services available. The plan will be a live document. As we work through an iterative process of change and improvement and as we make progress and better understand the needs of children and families, additional actions will be added.

The plan is divided into the following areas:

- A. Corporate Parenting, Leadership and Governance**
- B. Safeguarding, Practice and Quality Assurance**
- C. Workforce**
- D. Reshaping and Reforming Services.**

There are a number of considerations to take into account when reading the plan.

- 1. The plan is set within the context of the Powys County Council Children's Services Improvement Programme 2017-2020.**
- 2. The plan is intended to provide an outward-facing overview of the key actions and progress towards delivering them.** It is supported by a range of more detailed strategic plans and programmes including:
 - A Finance and Capacity Plan, setting out the significant cost and resource implications.
 - The Start Well programme, to be delivered through the Children and Young People's Partnership.
 - The Making it Happen programme, in respect of leadership, governance and organisational issues which the Council is tackling.
- 3. A more detailed system of programme and performance monitoring will be implemented** alongside the plan, to ensure that our internal process for measuring progress, addressing risk and dealing with performance issues are robust.

CHILDREN'S SERVICES IMPROVEMENT PLAN

Priority Improvement Area A – Corporate Parenting, Leadership and Governance

Sponsor – The Chief Executive

It is important to read this section alongside the Powys County Council Corporate Leadership and Governance Plan, also monitored by the Improvement Board.

Theme A: Leadership, Governance and Partnerships	
CIW analysis The chief executive must immediately provide strong corporate support for Children's Services to ensure service improvements are prioritised and the pace of improvement accelerated and sustained. The council leader and the portfolio member must provide strong political support to Children's Services and take the necessary steps to put in place well informed and effective scrutiny to make sure service improvements are made quickly, effectively and are sustainable.	Success criteria Leadership, management and governance arrangements comply with statutory guidance and together establish an effective strategy for the delivery of good quality services and outcomes for people. Meeting people's needs for quality services is a clear focus for councillors, managers and staff. Services are well-led, direction is clear, and the leadership of change is strong. Roles and responsibilities throughout the organisation are clear. The authority works with partners to deliver help, care and support for people and fulfils its corporate parenting responsibilities. Involvement of local people is effective. Leaders, managers and elected members have sufficient knowledge and understanding of practice and performance to enable them to discharge their responsibilities effectively.

Outcome	Action No.	What do we need to do	Ref to CIW Report	Lead	Timescale	Status
<p><u>Immediate</u>¹</p> <p>Strong corporate support for Children's Services so that service improvements are prioritised and the pace of improvement accelerated and sustained.</p>	A1	Establish Improvement Board to provide additional support, to develop and implement the Improvement Plan.	Rec 5	Chief Executive	November 2017 and ongoing	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> • Independent Improvement Board has been established and it is meeting regularly. • The Board convenes at least once a month, with support activities spread over approximately three days. Activities include 1-to-1 meetings with key staff and politicians, formal Board Meeting and engagement activity with staff at all levels. • The Improvement Board: <ul style="list-style-type: none"> ➤ ensures production of a Children's Services Improvement Plan and Corporate Leadership and Governance Plan as directed by the Minister and in line with CIW expectations; ➤ monitors, scrutinises and challenges to ensure the timely delivery of actions identified in the Improvement Plan; ➤ holds the Council to account for delivering the broad spectrum of required improvement and escalate in the event of non-compliance; ➤ engages with staff at all levels to facilitate delivery of improvement and raise awareness of this work; and ➤ keeps external bodies such as Welsh Government, CIW and the Welsh Local Government Association (WLGA), informed about progress. • As part of the improvement process, it is essential to identify, analyse and prioritise risks to ensure that these risks are managed effectively. There are significant risks to the Improvement Plan, including the Council's ability to deliver sustainable resourcing and workforce strategies. A programme risk register is maintained by the Programme Manager and reported to the Improvement Board.

	A2	Establish regular meetings involving all Directorates to ensure corporate support is being made available in a timely manner, to receive updates and resolve problems.	Rec 5	Head of Children's Services	November 2017 and ongoing	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> Operational Group established and meeting weekly to ensure corporate support is available as required. Terms of Reference for the Operational Group have been agreed; an action log is in place; a risk and issues register is being maintained.
	A3	Appoint a Director of Social Services		Chief Executive	March 2018	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> The roles and responsibilities of the Director of Social Services and the Director of Education and Children (who is also the Lead Director for Children and Young People) have been defined. The Council has appointed a recruitment consultancy to assist in the process of appointing a Director of Social Services. A timescale has been set. The Interim Director has agreed to extend his role beyond March, if necessary. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Shortlisting (February 2018) Interviewing (March 2018)
	A4	Identify areas that require investment to support best practice and safeguard children, and the Council supports the Service to deliver these.	Rec 5	Director of Social Services	November 2017 - March 2018	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> Operational Group has been working to clarify priority areas requiring immediate investment. The Directorate and Finance staff have developed a framework for putting in place a safe and sustainable budget for Children's Services. The budget proposed by Cabinet to Council includes significant investment of £6.2m for Children's Services. This demonstrates the priority afforded the service in decision-making

						<p>about resource allocation. The investment includes £3.5m to support the Improvement Plan.</p> <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Council to consider budget proposal for 2018/19 on 22 February. • Complete a corporate commissioning strategy for Children's Services. (August 2018) • Agree a Prudent Approach to Resource Management in Social Services. (May 2018)
<p><u>Immediate</u></p> <p>Provision of strong political support to Children's Services. A well informed and effective scrutiny to make sure service improvements are made quickly, effectively and are sustainable.</p>	A5	Continually review and update current issues in respect to Children's Services, the Improvement Plan, corporate influences, as well as any imminent concerns that require action.	Rec 6	Director of Social Services	November 2017 and ongoing	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> • Weekly meetings are held involving the Leader, the Deputy Leader, portfolio holders for Children's Services and Adult Services, opposition party Leaders, the CEO, Director of Social Services, Director of Education, Heads of Children's and Adult Services and other relevant senior officers. • This is providing opportunities to escalate issues without delay and to seek quick resolution. For example, it has helped us to source and deploy additional staffing promptly. • Improving Children's Services is a standing item on the weekly Executive Management Board.
	A6	Ensure corporate oversight and support for the corporate parenting role are in place.	Rec 6	Chief Executive	November 2017 and ongoing	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> • Members' briefing sessions (looking at areas such as safeguarding and resourcing) have been well attended, with most members present. • Induction Programme developed for all elected members and all senior staff. • Further training sessions in the north and south of the County offered to all Councillors. • "If this were my child" (a councillor's guide to being a good corporate parent to children in care and care leavers) circulated to all elected members. • New Corporate Parenting Board convened. With

						<p>the Portfolio Holder for Children’s Services in the chair. All cabinet members and the Scrutiny Committee Chair/Vice-Chair/Lead Member for Children’s Scrutiny are invited.</p> <ul style="list-style-type: none"> • Steps have been taken to ensure that the voice of Looked After Children and care leavers is prominent within the work of the Corporate Parenting Board. • Dates for Corporate Parenting Board set for every other month in 2018 (previously met quarterly). <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Finalise Terms of Reference for Corporate Parenting Group (March 2018). • Meet the Corporate Parenting Board’s expectations that further self-assessment is undertaken to inform development of a revised corporate parenting work plan. (May 2018) • Clarify the ‘offer’ that will be made to children who are looked after and care leavers, in keeping with the request from the Children’s Commissioner (September 2018).
A7	Regularly update Scrutiny Committee on progress being made.	Rec 6	Head of Children’s Services	November 2017 and ongoing	<i>Well progressed</i>	<ul style="list-style-type: none"> • Full timetable of meetings in place. • Children’s Scrutiny met to consider the inspection report and to review the current position of Children’s Services. • Presentation from Head of Service circulated to all Children Scrutiny members. • First iteration of the Improvement Plan shared with Scrutiny Committee. • A more inquisitive approach to scrutiny is being developed with a training and development programme being delivered by an external expert. • The service is demonstrably becoming a priority for the Council at both political and corporate levels.

	A8	Engage with workforce.	Rec 6	Director of Social Services/ Head of Children's Services	November 2017 and ongoing	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> • 3 rounds of Staff Roadshows have been undertaken across the County led by Portfolio Holder, Chief Executive, Interim Director of Social Services and Head of Children's Services. • Regular bulletins are provided to staff as part of a Communications and Engagement Strategy. • Staff are provided with regular opportunities to meet with members of the Improvement Board, the Portfolio holder, the Chief Executive and senior staff in the Directorate.
	A9	Engagement Plan to be developed and agreed by the Improvement Board.	Rec 6	Senior Communication Manager	November 2017 and ongoing	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> • The communication plan was discussed at Improvement Board on 30th November and it is being implemented, with regular updates to the Improvement Board. The chair provides an update for staff after every Board meeting..
<p><u>Medium-term</u></p> <p>There is a need for clear strategic direction supported by operational protocols to enable partners to have a clear understanding of the purpose, structure and decision making in Children's Services.</p>	A10	Develop a guide for partners around Children's Services to include threshold document, governance structures and personnel, key contacts and decision processes to be supported via Child Protection Fora and the Children and Young People's Partnership.	Rec 17	Director of Social Services/ Senior Manager - Child Care South & CWD / Senior Manager - Child Care North & PPD	June 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • The Improvement Programme and Improvement Plan have been shared as a challenge version with a wide range of stakeholders. • Increased levels of engagement with partner agencies is increasing their understanding of the strategic direction and operational protocols for Children's Services but this needs to be consolidated. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • The Council will publish: <ul style="list-style-type: none"> ➤ its programme for improving Children's Services and this action plan (February 2018) ➤ The Powys County Council Commissioning Strategy - Reshaping Services for Children who need Care and Support 2018-2020

						<p>(June 2018).</p> <ul style="list-style-type: none"> ➤ Its Key Improvement Aims, Principles and Shared Commitments – describing the pattern of services and standards for them and helping to guide decision-making (April 2018). ➤ Powys County Council: Role and responsibilities of the Director of Social Services, the Director of Education and Children and the Lead Director for Children and Young People (April 2018).
<p><u>Medium-term</u></p> <p>There should be an early consideration of the impact of the changes made because of the commissioned review and whether decisions made as part of the review should be revisited.</p>	A11	Review the revised Children's Services structure in order to design and agree a future operating model.	Rec 18	Director of Social Services/ Children's Services Senior Management Team	November 2017 – May 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • The Council will keep partners informed through the Children and Young People's Partnership of all changes in the operational structure for Children's Services. (Ongoing) • Cabinet's recommended budget identifies investment within the Improvement Plan funding for additional posts to increase capacity. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Pilot a new approach to dealing with demand for assessments by creating a specialist team in the north (March 2018). • The Council will review the effectiveness of the current operational structure in Children's Services, as information emerges about the overall management of casework demands and the effectiveness of the current structure. (May 2018). • The Head of Service will develop a proposal for making changes in the structure and produce an engagement document setting out new structures and posts once funding has been agreed. (June 2018)
<p><u>Medium-term</u></p>	A12	Children's Services to	Rec 19	Head of Children's	November 2017 and	<i>Well progressed</i>

<p>Elected members need to be clear about the vision for Children's Services and recognise this as a high-risk area for the council. To support this, members need training to understand the direction of services and the particular risks inherent in Children's Services.</p>		<p>provide a briefing to Members' Development Day that sets out the direction of services and the inherent risks in Children's Services.</p>		<p>Services</p>	<p>ongoing</p>	<ul style="list-style-type: none"> • Members Briefing Session on Safeguarding Children - 43 members in attendance. • Increased levels of participation in Children's Services scrutiny and corporate parenting events; offers of help from individual elected Members have been received. • Letter has been sent by the Portfolio Holder to members to request their preferences for which teams they would like to visit. Members are planning to meet teams and services. • The budget proposal has been changed considerably to include investment to support the needs of Children's Services. A Members' seminar was held in January to update all members on the level of investment being proposed but also to outline the approach to developing a safe and sustainable budget for Social Services. This is a key element in the Council's Financial Strategy. • Programme of work being done in respect of member development training across all their roles (including Scrutiny and Cabinet). <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Deliver further members training. (March 2018).
	A13	<p>Council to adopt the National Rights Based Approach – 'the Right Way', formally adopt the UNCRC and work towards the National Participation Standards Kite Mark.</p>	Rec 19	<p>Director of Education and Children</p>	<p>March 2020</p>	<p><i>Planned</i></p> <ul style="list-style-type: none"> • See A40 - A43 • Cabinet and elected members have attended members briefing session to develop a clear knowledge and understanding of their Corporate Parenting responsibilities. • Training module has been planned over 3 sessions to cover: Brief for Powys People Direct (PPD); Safeguarding; Corporate Parenting: children and young people's rights (UNCRC). <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Deliver Corporate Parenting training to all senior

						<p>managers across the organisation, partner agencies and all elected members. (May 2018)</p> <ul style="list-style-type: none"> Through their representative on the Improvement Board, the Children's Commissioner's Office (CCfW) has provided a proposal for working with the Council on embedding the UNCRC in service design and professional practice. (July 2018)
A14	Cabinet Members to attend Corporate Parenting Group meetings as set out in the Terms of Reference.	Rec 21	Chief Executive	November 2017 and ongoing	<p><i>Complete</i></p> <ul style="list-style-type: none"> Invite extended to all Cabinet members to play an active role at Corporate Parenting Group. Cabinet members attended the first meeting and have a schedule of future dates. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Produce a programme of work for the Group, including consideration of the 'offer' that the Council will deliver on behalf of Looked After Children and care leavers. (May 2018) 	
A15	Information and performance data to be provided to elected members to enable them to discharge their corporate parenting responsibilities.	Rec 20	Head of Children's Services	January 2018 and ongoing	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> A suite of 5 sentinel indicators has been developed which all elected members can access directly on a monthly basis. Dashboard developed for Improvement Board will be used to report to scrutiny committee. Scheduled scrutiny dates have been agreed and reporting timescales confirmed. 	
A16	Provide an Information, Advice and Assistance (IAA) briefing to Corporate Management Team and Members.	Rec 21	Chief Executive	March 2018	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> Presentation given to Cabinet on 16 January. Presentation for Management Team scheduled for February. <p><u>Key Next Steps</u></p> <ul style="list-style-type: none"> Presentation to Members (March 2018) 	

	A17	Undertake a mapping and gapping exercise across the Council for all IAA functions.	Rec 21	Director of Social Services	January - June 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • We have increased capacity in Powys People Direct, our contact and early screening centre. It both provides information, advice and assistance and also receives social services enquiries from the public and professionals. • Concerns raised about people's ability to get access to PPD were addressed through a restructuring exercise. Supervision and support for contact officers have been increased and management oversight enhanced. The service has been re-located into county hall at Llandrindod Wells to meet more appropriately their accommodation requirements. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Test the effectiveness of the systems now in use (January 2018). • Develop an automated referral receipt system which will describe for the enquirer how the matter is being progressed. This will address the issue that post-referral communication with the enquirer has not always been carried out well enough. (May 2018) • Develop Powys People Direct (PPD) into a multi-agency hub to <ul style="list-style-type: none"> ➢ include a clear Information, Advice and Assistance (IAA) service and Early Help offer ➢ provide a coherent, proportionate, multi-agency response to need - every referral will have a response. (July 2018) • Arrange a workshop for the Children and Young People's partnership to plan next steps. (February 2019)
	A18	Implement regular reporting under	Rec 21	Chief Executive	September 2018	<i>Planned</i>

		the Corporate Improvement Plan for delivery of IAA services.				<ul style="list-style-type: none"> This will follow on from delivery of A22. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Develop reporting processes and guidance for all departments to evidence their contribution to the delivery of IAA service. (June 2018) Produce first report for Management team (September 2018).
A19		Develop community responses to building families resilience by working with the social values forum supported by PAVO.	Rec 21	Senior Manager CYPP	October 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> Social Value Forum established by PAVO following paper to Regional Partnership Board and terms of reference outlined. Inaugural meeting held. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Work with the Social Forum to explore delivery models and ways of developing family and community resilience.(October 2018)
A20		Reinstate In-Focus news briefing to be provided on termly basis to Council and to all partners.	Rec 21	Senior Communication Manager	June 2018 and ongoing	<p><i>In progress</i></p> <ul style="list-style-type: none"> Items for next In Focus publication being gathered by Communications Officer <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Produce draft of In Focus edition. (February 2018) Print, publish and distribute edition. (March 2018) Provide regular information to third sector partners through PAVO. (Ongoing) Explore option of developing In Focus into an all age Regional Partnership Board publication. (July 2018)
A21		Deliver a promotional campaign around PPD, Info-engine	Rec 21	Senior Communication Manager	April 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> Through PAVO, the Council has commissioned computer programmers to develop a link between

		and DEWIS.				<p>InfoEngine and Dewis, the national well-being database, so that information from both systems is regularly shared and updated. (February 2018)</p> <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Ensure that all professionals understand and respect the role of Information, Advice and Assistance (IAA) and their responsibility for it in changing the way families can interact with organisations at an early stage of their involvement. The Children and Young People Partnership has made this a priority action, within the work being done to develop prevention and early intervention across all public services. (June 2018) • Develop and deliver a promotional campaign around PPD, ensuring engagement from key stakeholders. (July 2018)
<p><u>Medium-term</u></p> <p>At a corporate level, the Local authority must establish systems and structures to effectively monitor and evaluate progress within Children's Services</p>	A22	Develop the Corporate Management Framework	Rec 23	Chief Executive	December 2017 and ongoing	<p><i>Complete</i></p> <ul style="list-style-type: none"> • The Performance Management Framework has been refreshed and tested with Jack Straw (Independent Chair of Improvement Board)
<p><u>Longer-term</u></p> <p>The Local authority and partners must work together to develop a cohesive approach to the collection and analysis of</p>	A23	Re-establish the Children and Young People's Partnership (CYPP) to lead and support effective multi agency work and commissioning	Rec 28	Senior Partnership Manager (CYPP)	October - December 2017	<p><i>Complete</i></p> <ul style="list-style-type: none"> • Joint Chairs appointed for the CYPP – Statutory Leads for Children from PCC and PTHB. • Inaugural meeting of CYPP held to develop terms of reference and future vision. • First full meeting of CYPP held to agree Terms of Reference and consider the Early Help Model and Start Well Programme.

<p>information about the needs of communities, which includes the views of children and families. This should be used to inform the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance services, the preventative sector and statutory services.</p>		and to oversee delivery of the 'Start Well' programme.				<ul style="list-style-type: none"> Full year of bi monthly meeting scheduled as well as additional thematic workshops in areas such as early help.
	A24	Ensure annual updates of the population and well-being assessment.	Rec 28	Strategic Programme Manager Business Intelligence	March 2018	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> The Population Assessment was published in March 2017 and the Well-being Assessment in May 2017. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Provide update. (March 2018)
	A25	Develop and implement the well-being and area plans ensuring robust reporting and monitoring through clear governance arrangements (RPB and PSB).	Rec 28	Regional Partnership Board Coordinator / Public Service Board Co-ordinator	June 2018	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> Public Service Board's Draft Well-being Plan is out for formal consultation, which ends in February. Some further discussion is taking place on development of Regional Partnership Board's Area Plan. The Health and Care Strategy (including Area Plan) has moved into phase 2, with the programme mandate signed off by the Health and Care Strategy Board. Documents will be going through the relevant governance arrangements, including scrutiny. "Have your Say Day" for children and young people and a "Carers Matter" day took place in November, to consult on aspects of the Health and Care strategy including prevention and early help. Broad stakeholder consultation event held in December for phase 2 of the Health and Care Strategy.
	A26	Undertake thematic reports in	Rec 28	Regional Partnership	September 2018	<i>In progress</i>

		relation to IAA and early intervention and prevention across partnership arrangements.		p Board Coordinator		<ul style="list-style-type: none"> Regular reporting of ICF prevention and early help services are collated for Welsh Government and submitted to the ICF steering group (working to the RPB). The ICF Steering Group are currently revising the strategy for the use of ICF and aligning it to the future model of care emerging from the Health and Care Strategy. This will provide a more integrated and co-ordinated approach to the provision of a whole system methodology for early help and support. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> There has been a delay in setting up the thematic partnerships under the RPB because of capacity issues. They all will have met by the second week of February and a scheduled timetable will be put in place, once terms of reference and membership has been approved. (February 2018)
	A27	Develop management information data that is robust, reliable, and accessible and provides insight to develop patterns.	Rec 28	Strategic Programme Manager Business Intelligence	April 2018	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> Dashboard for the Improvement Board was built in January. The sentinel 5 KPI's for Children's Services were launched at an elected member development session in December.
<u>Longer-term</u> Future changes to structure and service delivery need to include consultation with all stakeholders in its shape and	A28	Review and strengthen engagement and consultation processes within the management of change policy to include service user and partner	Rec 29	Professional Lead - Human Resources Management and Development	March 2018	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> The Management of Change Policy has been reviewed and does not require amendment The existing policy makes reference to the need for change proposals to have an impact assessment. As such, an impact assessment should be completed by the service area in advance of staff consultation, with the potential

<p>development. The change needs to be incremental and with changes implemented at a pace that will ensure the full involvement of staff and young people and ensure children are not placed at risk.</p>		agencies.				<p>impact upon service users and partner agencies considered as part of this exercise</p> <ul style="list-style-type: none"> • HR Business Partners have been reminded of the need to check that impact assessments have been completed by service areas, in advance of staff consultation. • Engagement with partner agencies is being consolidated through PAVO and third sector networks.
	A29	Strengthen and implement the communications and engagement plan for Children's Services to include formal and informal engagement for a wide range of stakeholders	Rec 29	Senior Communication Manager	February 2018 and ongoing	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> • See A8 • Communication Plan was discussed at Improvement Board in November and it is being implemented.
	A30	Review arrangements for delivering our duties under Annex B of the Wellbeing of Future Generations Act and improve cross-organisational commitment.	Rec 29	Statutory Lead for Children-Director of Education	September 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • Requirements for delivery against Annexe B presented to Public Service Board and Regional Partnership Board <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Presentation to be given to Management Team, Cabinet and Heads of Service in relation to the duties under Annex B (June 2018). • Complete and agree a statement of intent in relation to meeting duties under Annex B (September 2018).
	A31	Adopt the new National	Rec 29	Statutory Lead for	April 2018	<p><i>Planned</i></p>

		Participation Charter to demonstrate our commitment to the national standards.		children – Director of Education		<ul style="list-style-type: none"> Awaiting final publication of National Participation Charter by Children in Wales, scheduled for March 2018. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Submit paper to Cabinet and Management Team. (April 2018) Adopt charter. (June 2018) Deliver communications and engagement plan. (June 2018)
A32		Children’s Services to achieve the national kite mark for meeting the Participation Standards.	Rec 29	Head of Children’s Services	September 2019	<p><i>Planned</i></p> <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Develop a service Participation Standards working group. (February 2018) Complete self–assessment. (May 2018) Develop action plan. (June 2018) Implement action plan. (September 2018) Submit self-assessment for Kite Marking inspection. (October 2019)
A33		Work with our Partners to agree and implement a Children’s Charter for Powys	Rec 29	Statutory Lead for Children-Director of Education	September 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> Initial proposal scoped with colleagues in Powys Teaching Health Board. Research undertaken on examples of Children’s Charters. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> CYPP to commit resources to develop the charter. (March 2018) Work with all stakeholders, including children and young people, to develop a Powys multi-agency Children’s Charter. (July 2018) Publish charter along with communication aids. (September 2018)

Priority Improvement Area B - Safeguarding, Practice and Quality Assurance

Sponsor – Director of Social Services

Theme B: Case Management, Practice and Quality Assurance	
CIW Analysis <p>The Local Authority must ensure assessments are carried out within statutory timescales and are undertaken in partnership with children and families.</p> <p>The quality of assessments and plans must be improved to ensure they are consistently of a good quality, with a clear focus on the needs, risks, and strengths of children and families, and that desired outcomes, timescales and accountabilities for actions are clear.</p> <p>The quality and consistency and timeliness of record keeping must be improved; all staff and managers must ensure that records are of good quality, up to date and systematically stored</p> <p>The Local Authority must clarify the role and purpose of Powys People Direct (PPD) within the overall provision of information, advice and assistance and must ensure staff and partners have clear guidance to support decision making. The Local Authority must ensure that all staff are suitably trained, skilled and supported to deliver this role. A clear protocol is required between PPD and the Emergency Duty Team to ensure cases are not lost between services.</p> <p>The Local Authority must implement an effective model of assessment to support its interventions with families, which is understood by all staff and partners, underpinned by robust training and development.</p> <p>The Local Authority must ensure that all care and support plans have a clear focus on outcomes for children, which incorporate the voice of the child.</p> <p>An assurance mechanism must be implemented as a priority to ensure compliance with legislation, statutory guidance and protocols regarding Looked After Children and children at risk.</p> <p>Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the</p>	Success Criteria <p>The Local Authority works with partner organisations to develop, understand, co-ordinate, keep up to date and make best use of statutory, voluntary and private sector information, assistance and advice resources available in their area. All people, including carers, have access to comprehensive information about services and get prompt advice and support, including information about their eligibility and what they can expect by way of response from the service. Arrangements are effective in delaying or preventing the need for care and support. People are aware of and can easily make use of key points of contact. The service listens to people and begins with a focus on what matters to them. Effective signposting and referring provides people with choice about support and services available in their locality, particularly preventative services. Access arrangements to statutory social services provision are understood by partners and the people engaging with the service are operating effectively.</p> <p>All people entitled to an assessment of their care and support needs receive one in their preferred language. All carers who appear to have support needs are offered a carer's needs assessment, regardless of the type of care provided, their financial means or the level of support that may be needed. People experience a timely assessment of their needs which promotes their independence and ability to exercise choice. Assessments have regard to the personal outcomes and views, wishes and feelings of the person subject of the assessment and that of relevant others including those with parental responsibility. This is in so far as is reasonably practicable and consistent with promoting their wellbeing and safety and that of others. Assessments provide a clear understanding of what will happen next and results in a plan relevant to identified needs. Recommended actions, designed to achieve the outcomes that matter to people, are identified and include all those that can be met through community based or preventative services as well as specialist provision.</p> <p>People experience timely and effective multi-agency care, support, help and protection where appropriate. People using services are supported by care and support plans which promote their independence, choice and wellbeing, help</p>

quality of practice needs to be embedded so that managers at all levels have timely, relevant and accurate performance and quality assurance information.

At a corporate level the Local Authority must establish systems and structures effectively monitor and evaluate progress within Children's Services'.

The consistent application of a quality assurance system must be implemented to ensure families who are referred to the Team Around the Family service are not subject to drift and delay and to ensure there are targeted plans in place which are reviewed and checked by managers.

The Local Authority must strengthen the oversight of the response to complaints to improve reporting and analysis and ensure there is a mechanism to capture lessons learned.

keep them safe and reflect the outcomes that are important to them. People are helped to develop their abilities and overcome barriers to social inclusion.

Regular auditing, to ensure management oversight of the quality of work being undertaken. Independent oversight in respect of care planning for children who are looked after

All staff will have access to policies and procedures which will can be used to effectively guide their practice. Appropriate referrals are made by all agencies based on an agreed threshold.

Management information is analysed at all levels of the Service and plays a key role in decision making. Evidence that Management Information is informing Decision Making. Performance against key performance indicators is readily available.

Complaints are responded to in a timely manner. Independent investigation of all complaints. Learning from complaints shared across the service and leading to improvements in practice. Analysis of complaints to inform planning and delivery of services.

As a corporate body, the Council has a duty to ensure that it undertakes its functions in a way that safeguards and promotes the welfare of children. In addition to legislation, there is statutory guidance intended for local authorities and their relevant partners in relation to safeguarding. The SSWB Act and codes of practice, while making it clear that safeguarding children and adults at risk of abuse and neglect is everyone's responsibility, specify that the Director of Social Services must show leadership to ensure effective safeguarding arrangements are in place, both within the local authority and by relevant partners. The Director of Social Services must oversee and report to Councillors, on a consistent basis regarding the operation, monitoring and improvement of child and adult safeguarding systems within the local authority. Defined arrangements with other officers must be clear in relation to delegation and reporting arrangements relating to safeguarding issues.

Outcome	Action No	What do we need to do	Ref to CIW report	Leads	Timescale	Status
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<p><u>Immediate</u></p> <p>Actions arising from risk management or safety plans are successful in reducing actual or potential risk. Children are not left in unsafe or dangerous situations.</p>	B1	Establish political and corporate leadership for safeguarding responsibilities within the Council.		Director of Social Services	July 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • The Council has produced a Corporate Safeguarding Policy. It defines for all staff and elected members: the Council's expectations; roles and responsibilities; training requirements; guidance on how to recognise abuse of children; what to do if someone tells you that they or another person is being abused; confidentiality issues; procedures within the Council for reporting concerns; and the way in which the Council deals with allegations of abuse against professionals/those in a position of trust. • Guidance has been provided regarding Safe Working Practices, the role of other safeguarding bodies and safeguarding under the Social Services and Well-being Act. • The Council has put in place a Corporate Safeguarding Group. It will be led initially by the Chief Executive and its membership includes relevant Cabinet members. The Director of Social Services is the designated lead officer for safeguarding across the Council and all relevant departments/service areas have nominated a lead officer for safeguarding. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Produce a programme of work for the group. (March 2018) • Ensure that relevant Scrutiny Committees and the Cabinet receive six-monthly reports from the Corporate Safeguarding Group. (July 2018)
	B2	Put in place an effective		Director of	April 2018	<i>In progress</i>

		framework for ensuring that the Council works well with all relevant partner groups and agencies in respect of safeguarding responsibilities.		Social Services		<ul style="list-style-type: none"> • Interim Head of Service has re-established the Powys Local Operational Group (PLOG) which operates to co-ordinate (at the local authority level) the multi-agency work led by the Regional Safeguarding Board. • Interim Director of Social Services has met with the Chair of the Regional Safeguarding Board to instigate a more purposeful approach to the Council's relationship with and contribution to the Board. These overtures have met with a very positive response and offers of support. Attendance at key meetings has been sustained. • The service itself is focusing on the basics - ensuring that assessments are completed, statutory visits made within timescales, Case Conferences held promptly, plans developed and communicated with the family to ensure the child is protected and avoiding drift. Monitoring work indicates some improvement but from a very low baseline. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Respond effectively to publication of the Child Practice Review in respect of Child A. (February 2018) • Ensure compliance with the Regional QA & Reporting Framework and its audit programme. (February 2018) • Use the Framework, audits and local data from the PLOG to identify the children most at risk and areas of improvement in service delivery, especially in respect of CSE. (June 2018)
	B3	Provide responsive, consistent and appropriate support to		Head of Children's Services		<p><i>Planned</i></p> <p><u>Key next steps</u></p>

		those at risk of or being subject to child sexual exploitation.				<ul style="list-style-type: none"> • Review the provision of direct work and support to children at risk of CSE. (March 2018) • Review the use of debrief meetings when children go missing. (March 2018) • At a corporate level, co-operate with the Police in identifying and prosecuting perpetrators. (April 2018) • Ensure that the Regional CSE Action Plan has been delivered effectively in Powys. (April 2018) • Provide additional multi-agency training sessions on responding to CSE and children who are missing. (June 2018)
	B4	All Children's Services frontline staff to raise awareness of child sexual exploitation by undertaking specific relevant training		Social Services Training Unit	June 2018	<p><i>Planned</i></p> <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • CSE training to be delivered across the workforce. A staged approach will be taken: <ul style="list-style-type: none"> ○ Phase 1 (March 2018) ○ Phase 2 (June 2018)
	B5	Establish that policies and procedures in relation to safeguarding and protection are well understood and consistently embedded and contribute to a timely and proportionate response to presenting concerns.		Interim Safeguarding Children's Lead	June 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • We are investigating problems reported by PPD in accessing police for timely strategy discussions and s47 investigations. • We are concerned that not all Child Protection Conferences are quorate. • We are adopting over the coming year the "Signs of Safety" model successfully used in other Welsh local authorities and beyond for achieving improved management of risk and a greater emphasis on the family's strengths and potential for change. This is an approach which can be understood and acted upon at all levels within the Council and in collaboration with key stakeholders.

						<p>We will provide training for staff and partner agencies before we roll it out fully. We have been in contact with other authorities to learn and benefit from their experience of the model.</p> <ul style="list-style-type: none"> The Director of Social Services from Swansea held a masterclass/seminar in February for staff to describe the improvement journey made by his council. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Meet the need for developmental work with frontline staff on risk assessments, including analysis in s47 investigations. (May 2018) Increase capacity in the safeguarding service and developing our edge of care services to ensure that needs can be met. (June 2018) Review the effectiveness of the Child Protection Forum for shared learning. (May 2018) Implement the Signs of Safety model. (December 2018) Increase direct work with families using the Signs of Safety Model (Ongoing) Consistent practice across the county. (December 2018)
<p><u>Immediate</u></p> <p>Obstacles to good professional case work practice and engagement with families should be addressed. Case</p>	B6	Review allocation of all cases and match social worker caseloads to those in Local Authorities categorised as good.	Rec 4	Senior Manager (Area North)	Phase 2 - June 2018	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> Cases have been reviewed and reallocated. Additional agency staff have been recruited. Caseloads are being brought down with an aim of 20 cases or less per worker. Current position – all caseloads are below 20, with the exception of 4 staff who have caseloads of less than 26 (<i>data accurate as at 5 Feb 2018</i>). Caseload monitoring reports are available to managers and staff.

<p>monitoring required to ensure sufficient capacity for workers to engage effectively with families.</p>						<ul style="list-style-type: none"> • Work is being undertaken within the Workforce priority area in order to benchmark caseload numbers against other Local Authorities similar to Powys. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Undertake further work being done to anticipate future casework demands. (March 2018) • Seek comparisons with similar teams in other local authorities. (April 2018) • Provide clarity about the final staff complement for individual teams. (May 2018)
	B7	Address concerns that casework practice between locality teams is inconsistent, partly because of the size of the county and distances between teams.		Head of Children's Services/ Practice Service Manager	June 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • We are examining possible causes of inconsistency such as: team functions or location; management style or span of control, team composition and size, locality characteristics, staff training, performance management, etc. • A specialist in practice development has been recruited. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Provide a programme of work for exploring with staff barriers to good practice and producing an action plan. (February 2018) • Reinforce policy expectations in respect of casework and practice. (see below)
	B8	Update policies, procedures and business processes so that they clearly set out requirements for all staff	Rec 9	Head of Children's Services Senior Manager - Child Care North & PPD / Interim	Phase 2 – January 2018 Phase 3 – April 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • Workshops have been held for PPD, CWB/Care and Support, Step up/Step down, CP and LAC, and COLA. • IPASS policy and terms of reference have been signed off.

				Safeguarding Children's Lead		<ul style="list-style-type: none"> • Staff Supervision, Allegation against Foster Carers, Parent and Baby placement approved and published. • PPD, CWB assessments, QA framework, care and support plans, 'When I'm ready', Leaving care 16+, Public Law outline, all currently being reviewed. • LAC including COLA and CP policy are currently in draft. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Hold workshops for 16+ Leaving care and PLO. (January 2018) • Design training programme for staff on CWB assessment, staff supervision, QA Framework, LAC (including COLA), Child Protection policy, 'When I'm Ready', Leaving care 16+, care and support plans, and Public Law outline. (March 2018) • Implement training programme in full. (November 2018)
<u>Immediate</u> Statutory visits to be undertaken within timescales.	B9	Ensure that all children on the Child Protection Register and all Looked After Children are being visited within timescales and that children's welfare is being appropriately protected.	Rec 1	Senior Managers north and South	March 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • All cases are allocated. • The monitoring process has started. • Measures in place to measure the quality of statutory visits. • Child Protection policies have been reviewed. • Further capacity for teams provided through agency staff. • Performance in this area is now a standing item with OMT and SMT. • 44% of LAC Statutory Visits undertaken within timescale (<i>data accurate as at December 2017</i>). • 42% of Child Protection Statutory Visits undertaken within timescale (<i>data accurate as at December 2017</i>).

						<u>Key next steps</u> <ul style="list-style-type: none"> • Ensure all future visits are of a high quality, and undertaken within timescale. (July 2018) • Monitor through QA framework. (September 2018)
Immediate A multi-agency child protection protocol should be established to support decision making on the need for assessments in statutory Children's Services. This needs to be understood by staff and partners and consistently applied. Multi-agency quality assurance systems and training arrangements are required to support	B10	Launch and implement regional 'threshold and eligibility for support' document in Children's Services and with partner agencies.	Rec 16	Head of Children's Services	Launch October 2017 and implement from January 2017	<i>In progress</i> <ul style="list-style-type: none"> • The Regional threshold and eligibility document has been launched). • It has been taken to Child Protection multi-agency practice development fora. • Some staff in Children's Services are not aware that the regional threshold document is in use and believe they required training in its use. <u>Key next steps</u> <ul style="list-style-type: none"> • Hold further training events for Children's Services staff around the threshold and eligibility document. (February – April 2018) • Monitor and review implementation of the threshold document. (May 2018)
	B11	Undertake multi-agency training needs analysis.	Rec 16	Professional Lead, Business Support Resources	March 2018	<i>Complete</i> <ul style="list-style-type: none"> • The Annual Training needs analysis for the childcare workforce was completed in November. It will inform the training plan for 2018/2019.
	B12	Publish a multi-agency training brochure.	Rec 16	Professional Lead - Business Support Resources	April 2018	<i>In progress</i> <ul style="list-style-type: none"> • Current training plan is in place and the 2018/2019 plan is in development. <u>Key next steps</u> <ul style="list-style-type: none"> • Publish training plan. (April 2018)

this.	B13	Increase the number of multi-agency child protection fora from two programmes to three programmes.	Rec 16	Interim Safeguarding Children's Lead	November 2017	<p><i>Complete</i></p> <ul style="list-style-type: none"> • Additional fora arranged and a rolling programme is in place for 2018
	B14	Establish multi-agency child protection decision-making protocol.	Rec 16	Interim Safeguarding Children's Lead	April 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • Threshold document in place, published on intranet and promoted with partners. • Agencies are now able to have a conversation with Powys People Direct in relation to eligibility before submitting Multi-Agency Referral Form. • Threshold document been through IPASS process in order to ensure business processes are aligned and expected practice ice made clear. • New continuum/thresholds are informing development of the Early Help Strategy and Start Well Programme. • Regional activity is underway to review all policies and procedures in line with new All Wales Child Protection guidance <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Appoint to Quality Assurance post. (February 2018). • Appoint auditor to undertake audits across Children's Services. (March 2018) • Develop a programme of themed audits scheduled twice yearly to monitor and ensure compliance from all agencies in line with agreed protocols. (April 2018) • Undertake regular audits. (From June 2018) • Identify improvement actions following audits and address them. (July 2018 onwards) • Ensure consistent application of threshold and eligibility document and Child Protection

						<p>decision-making through further training with staff and partner agencies. (May 2018)</p> <ul style="list-style-type: none"> Partners to review own internal Child Protection and escalation policies to ensure alignment (June 2018) Arrange multi agency workshop for testing progress in this area. (August 2018) Review threshold and eligibility document and child protection processes.(September 2018)
	B15	Threshold and Eligibility Document to be included in all staff induction.	Rec 27	Professional Lead - Business Support Resources	November 2017	<p><i>Complete</i></p> <ul style="list-style-type: none"> Induction Programme was implemented from November 2017.
	B16	Undertake feedback events (on-line) to ensure that staff understand and consistently apply thresholds.	Rec 27	Interim Safeguarding Children's Lead	April 2018	<p><i>Planned</i></p> <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Work with Survey Monkey to develop on-line survey. (February 2018) Carry out online survey. (April 2018) Analyse survey responses and produce reports outlining recommendations for improvement. (April 2018) Distribute report through PLOG, CYPP, networks and CP fora. (May 2018)
	B17	Promote the importance of the threshold document and encourage partner agencies to include in their induction programme.	Rec 27	Interim Safeguarding Children's Lead (PLOG)	April 18	<p><i>In progress</i></p> <ul style="list-style-type: none"> Launched at Child Protection Forum in October 2017, which was well attended. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Monitor the way in which partner agencies embed the Threshold document in induction programmes. (April 2018)

						<ul style="list-style-type: none"> • Check inclusion of threshold and eligibility document in induction programmes through planned survey (see A30). (April 2018)
<p><u>Medium-term</u></p> <p>Clarify role and purpose of PPD and build capacity to deliver Information, Advice and Assistance service</p>	B18	Develop training and capacity within PPD for delivering IAA and Family Information Service.	Rec 10	Area Manager - Child Care North & PPD / Senior Manager CYPP	April 2018	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> • Held workshop to review how PPD works currently. • Pilot scheduled in North Powys to test key element of the future working model for PPD (to include assessment team.) • Powys People Direct (PPD) staff are positive about management support, including from new assistant team managers. • Use of the regional threshold document has improved confidence in decision-making • There have been improvements in gaining consent for referrals by PPD and staff feel better able to signpost people to services. • Improved communication with Emergency Duty Team. • PPD staff beginning to benefit from greater understanding of the TAF service model. • Concerns about resources available to TAF for working with children with disabilities and within Youth Inclusion Service have been examined and resolved. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Revise and implement communications plan for PPD to include promotion of all current PPD functions. (March 2018) • Implement training programme. (April 2018) • Start pilot for PPD re-modelling (April 2018). • Evaluate pilot after 6 months (September 2018) • Train Contact Officers and Social Workers to improve their understanding of IAA service so that they view early intervention as part of

						<p>continuum of family support and see that these resources can be drawn on as part of the statutory involvement, a fundamental principles of the Social Services and Well-being Act. (July 2018)</p> <ul style="list-style-type: none"> PAVO (3rd Sector) staff to spend 1 day per week in PPD to build community level knowledge. (May 2018)
<p><u>Medium-term</u></p> <p>Clear protocols between Emergency Duty Team and PPD, to ensure cases are not lost between services</p>	B19	Review and strengthen handling of cases & transfer of information between EDT and PPD.	Rec 10	Senior Manager - Child Care North & PPD	April 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> A review of EDT has taken place. Staff report to CIW that there is improved communication between PPD and Emergency Duty Team. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Hold review of EDT and workshop to review EDT process, to include interaction with PPD. (February 2018). IPASS need to address appropriate business processes and documentation regarding handover from EDT. (March 2018)
<p><u>Medium-term</u></p> <p>Families referred to TAF are not subjected to drift and delay</p>	B20	Apply appropriate and timely step up and step-down process and recording systems between TAF and Children's Services.	Rec 24	Senior Manager - Child Care North & PPD	March 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> Workshops have been held to establish an agreed process and procedure for Step up/Step down. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Implement the Step up/Step down process and procedure. (March 2018) Base TAF Co-ordinator in PPD to help build knowledge and understanding of Early Help Offer and facilitate referral process (April 2018). Initial proposal drafted for integrating TAF within PPD. (Ongoing)

<p><u>Medium-term</u></p> <p>Young people in care have planned effective transitions out of care and are supported to progress into adulthood</p>	B21	Review current leaving care planning and practice and strengthen in line with 'When I'm ready' guidance	Rec 13	Safeguarding Manager/Area Manager North	June 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • Policy has been drafted and submitted to IPASS for alignment with business processes. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Policy to be signed off. (March 2018) • Schedule staff workshops. (May 2018)
<p><u>Immediate</u></p> <p>The child's voice is captured, considered and shapes all assessments and care planning</p>	B22	Social Workers to complete the "What Matters" document with the child/ young person as part of all assessments.	Rec 1 and 13	Senior Manager (Area North)	February 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • 'What Matters to me' booklet developed and distributed, along with guidance. • The booklet has to be completed before the care and support plan can be signed off. • Teenage and Welsh versions completed expected to be published in February. • The active offer in respect of advocacy has been commissioned. • Staff tell us that they do not have time for direct work with families or children and are not sufficiently aware of community resources. • Use of Infoengine is being promoted. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Schedule training on use of the booklet through team meetings. (March 2018) • As caseloads reduce, help staff to use community resources through use of IAA, including Infoengine and Dewis. (June 2018) • Ensure that staff are aware of the range of services available across the pathway for children and families through better use of service directories and better communication

						<p>between services and fieldwork teams. (July 2018)</p> <ul style="list-style-type: none"> • Produce quarterly reports on take up of the active offer for advocacy. (July 2018)
<p><u>Medium-term</u></p> <p>Improve timeliness and quality of assessments and plans.</p>	B23	Provide regular supervision to facilitate our ability to monitor the timeliness and quality of assessments and plans.	Rec 8	Head of Service	September 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • Updated supervision policy has been launched. • All relevant staff have received it. • Supervision is now monitored through the TRENT system and this allows performance management and monitoring. • Frequency of supervision is one of the 5 sentinel indicators routinely published and widely shared. • While staff tell us that they are receiving supervision, performance information indicates that only 40% of supervisions due in November were undertaken. There is relatively little supervision recording on case files. • Improvement has been made in respect of the timescales for completion of Care and Wellbeing assessments. Work to clear some of the historic data has affected some of these figures (October 85%; November 62%; December 81%; January 71%). Urgent work continues to improve performance in this area. • Improvement has been made in respect of the timescales for completion of the Section 47 assessments. Work to clear some of the historic data has affected some of these figures (October 64%;, November 56%; December 71%; January 48%). Urgent work continues to improve performance in this area.

						<u>Key next steps</u> <ul style="list-style-type: none"> • Establish targets for improved performance. (February 2018) • Put in place a structure which ensures that managers have sufficient capacity for staff supervision. (May 2018) • Provide training for practitioners and managers around professional responsibilities for regular, quality supervision which is properly recorded. (July 2018)
<u>Medium-term</u> Implement an effective model of assessment and risk management	B24	Implement as agreed strengths-based/Signs of Safety model across the Service and with partner agencies	Rec 8	Head of Children's Services Senior Manager South Professional Lead - Business Support Resources	September 2018	<i>In progress</i> <ul style="list-style-type: none"> • The service has focused strongly on assessments, with twice weekly meetings of operational managers to ensure timescales are met and performance improved. • An independent auditor also reviewed a small number of files and suggested more appropriate timescales for completing assessments to ensure that they are more proportionate. • We have started to measure performance against revised, more rigorous timescales. The data and other management information show an improving picture in respect of timeliness and quality but from an exceptionally low baseline. • As PPD staff work do not complete full assessments but provide additional information for a referral, their statistics will not be included in future and this will give managers a better understanding of performance issues. • Training in outcome-focused planning for staff has been identified. • Within the IDS project, person centred planning has been undertaken across the relevant teams.

						<ul style="list-style-type: none"> • There has been some confusion about introducing the Signs of Safety Model. While staff are broadly positive, it will require effective and consistent training, systems and management support from the outset. • We are working closely with Ceredigion in implementing Signs of Safety, with oversight by the Regional Safeguarding Board. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Continue to deliver training for outcome-focused and person-centred planning. (ongoing) • Identify practice champions across teams. (March 2018) • Produce a detailed implementation plan (February 2018). • Two-day training days in Signs of Safety for Child Protection staff (February 2018). • Five- day training for practice champions. (March 2018). • Half-day briefing session with partners. (April 2018) • Plan practice sessions for leaders every 8 weeks following the 5 day programme in March (ongoing). • Plan 2 bespoke training days for conference chairs. (April 2018)
<u>Medium-term</u> Ensure all care and support plans have a clear focus on outcomes for children	B25	Engage with staff to ensure care and support plans are SMART and outcome-focused.	Rec 13	Senior Manager - Child Care South & CWD	September 2018	<i>In progress</i> <ul style="list-style-type: none"> • Staff have requested further training on the Social Services and Well-being Act. The changes of practice required by the Act are not sufficiently embedded. This is a key foundation stone for future developments. • Frequency of statutory visits is improving but considerable work is still required.

					<ul style="list-style-type: none"> • There remains clear indications of 'drift' in cases along the whole pathway. • Additional IRO capacity is in place. • Managers have reviewed all children's case files to ensure that they had up to date plans but this remains a very challenging target. • All children's cases are allocated to qualified social workers. • Practice continues to be inconsistent but the introduction of set numbers for caseloads and investment in staff will ensure better practice. • Detailed performance dashboards have been developed for front-line managers (updated daily) and for elected members (updated weekly), based upon the model used in Swansea. • A weekly operational improvement meeting, with representatives from across the Council, focuses on actions to be completed and on removing any obstacles to good practice. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • See B1 • Provide further training in respect of the Social Services and Well-being Act. (May 2018) • Appoint practice champions in each team. (March 2018) • Use action learning sets to take responsibility for improvement at practitioner level. (July 2018) • Ensure that team managers have both the capacity and skills required for overseeing improvements. (September 2018)
<u>Medium-term</u> Improve quality and	B26	Recruit additional data quality clerks to support staff in ensuring that	Rec 9	Head of Children's Services	<p><i>In progress</i></p> <ul style="list-style-type: none"> • Agency staff have been employed to cover sickness.

timeliness of record keeping		records on WCCIS are up to date.				<ul style="list-style-type: none"> As at 5 February, 43 agency staff deployed across the service. Recruitment process for permanent post is underway. Rolling advert in place to recruit permanent Social Work staff – three live applications as at 5 February. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Shortlist for permanent positions. (February 2018) Appoint to posts. (March 2018)
	B27	Include requirements regarding record keeping in staff induction.	Rec 9	Professional Lead - Business Support Resources	February 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> Staff induction for Children’s Services has been delivered, in addition to corporate induction. Children’s Services induction programme and monitoring form have been added to Children’s Services Intranet page. Children’s Services induction programme has been rolled out and promoted to all staff. Manual process in place for recording and reporting on performance in respect of induction. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Develop automated mechanism to record and report on inductions. (July 2018)
	B28	Establish clear and up to date business processes that detail how and where information should be recorded to ensure Management Information is accurate.	Rec 9	Strategic Improvement Programme Manager	April 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> Fortnightly IPASS meetings are held to discuss and develop business processes. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> See B19.

<u>Immediate</u> An assurance mechanism is implemented to ensure compliance with statutory legislation, guidance and protocols	B29	Implement a Quality Assurance framework (QAF)	Rec 7	Interim Safeguarding Children's Lead	April 2018	<i>In progress</i> <ul style="list-style-type: none"> The QAF has been agreed at IPASS. All staff have been informed. Implementation has started. The QAF was discussed at staff roadshows in January. <u>Key next steps</u> <ul style="list-style-type: none"> Develop detailed implementation plan. (February 2018) Provide training for relevant staff. (March 2018) Embed QAF. (April 2018)
	B30	Develop the IRO Monitoring form.	Rec 7	Interim Safeguarding Children's Lead	March 2018	<i>In progress</i> <ul style="list-style-type: none"> Form is under development. There is regional activity across the four local authorities to ensure that the form is consistent. <u>Key next steps</u> <ul style="list-style-type: none"> Monitoring form to go through IPASS (May 2018). Build IRO monitoring form on WCCIS (June 2018) Align with Signs of Safety implementation. (July 2018)
<u>Medium-term</u> Managers at all levels have timely relevant and accurate performance and quality	B31	Develop and implement a detailed management report in line with service requirements detailed Management information dashboards in line with service requirements.	Rec 22	Head of Children's Services	March 2018	<i>In progress</i> <ul style="list-style-type: none"> Assessments monitoring is available to LAC and CP Teams. Introduction of performance markers for assessments at 10, 25 and 42 days will allow better analysis and improvement. <u>Key next steps</u>

assurance information						<ul style="list-style-type: none"> • Provide accurate information around statutory visits for LAC and CP. (March 2018) • Produce management information reports for Adoption, Fostering and IFST. (June 2018)
	B32	Make Performance Management a standard agenda item for SMT and OMT.	Rec 22	Head of Children's Services	December 2017	<i>Complete</i>
	B33	Make robust performance information available to Elected Members and ensure effective scrutiny.	Rec 22	Scrutiny Manager	February 2018	<i>Well Progressed</i> <ul style="list-style-type: none"> • Scrutiny have had sight of the proposed new performance report and commented on the performance management data made available to all Members. • Portfolio Holder has responded to their representations.
	B34	Data Quality Clerks (DQC) to work with the service to ensure that information is robust and reliable.	Rec 22	Head of Children's Services	March 2018	<i>In progress</i> <ul style="list-style-type: none"> • DQC have been working with TAF, CP and LAC to help ensure data is robust and reliable. • Reliability and trustworthiness of dashboards and performance reports is still being questioned by some managers. This needs to be resolved as quickly as possible. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Work on building more data to inform workforce. (Ongoing) • Monitoring via the QA framework to ensure that information is robust and reliable. (Ongoing)

<u>Medium-term</u> Strengthen oversight of the response to complaints and compliments	B35	Recruit a specific member of staff to investigate stage 1 complaints in Children's Services and to provide mediation.	Rec 25	Interim Safeguarding Children's Lead	April 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • Post out to advert. • Weekly meetings in place with current complaints officer to monitor volume of complaints and timeliness of response. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Recruit to post (February 2018) • Induct member of staff. (February 2018)
	B36	Create a culture of learning and reflective practice, disseminate learning from complaints across the service with a view to improving services.	Rec 25	Head of Children's Services	March 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • On OMT agenda each month. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Embed into services and embed the culture of learning from complaints. (Ongoing) • Carry out audit. (April 2018)
<u>Longer-term</u> Ensure Compliance with the Active Offer of the Welsh Language	B37	Establish and populate recording mechanisms for staff with Welsh Language Skills so that clients can be matched at the point of allocation	Rec 26	Senior Manager North	July 2018 and ongoing	<p><i>In progress</i></p> <ul style="list-style-type: none"> • Information provided by HR department regarding staff who have yet to register their language preference. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Carry out language analysis regarding the linguistic needs of families in specific areas. (July 2018) • Promote language courses for staff. (July 2018)

Priority Improvement Area C - Workforce

Sponsor – Professional Lead, Culture and Leadership Development

Theme C: Workforce	
<p>CIW analysis</p> <p>Arrangements for Team Managers and Senior Practitioners should be reviewed to ensure capacity to effectively and consistently provide management and leadership oversight and testing of decision making along with support and direction for frontline staff.</p> <p>The Local Authority and Senior Managers should take steps to improve the frequency, consistency and quality of supervision for front line staff; an assurance mechanism must be implemented to ensure compliance with expectations and quality of decision making, recordkeeping and reporting.</p> <p>Caseloads monitoring is required to ensure there is sufficient capacity for workers to engage effectively with children and their families.</p>	<p>Success criteria</p> <p>Social Workers in front-line teams have manageable caseloads. The supervision policy is embedded within all service areas. The quality of supervision is reflective and analytical. Social Workers are supported in their interventions with children through reflective supervision.</p> <p>Effective interventions delivered to children and their families. Increased Positive feedback/compliments from Service Users. Reduction in the use of agency staff. Average time to fill vacant posts is reduced.</p> <p>Improved employee awareness of Legislative and statutory requirements across the Council. Children and their families are receiving high quality social work interventions that improve outcomes. New Managers have the skills and knowledge required to effectively undertake their role.</p>

Outcome	Action No	What do we need to do	Ref to CIW report	Lead	Timescale	Status
<u>Immediate</u> Ascertain current workforce and identify gaps and resource issues.	C1	Establish baseline staffing structure and review staffing levels in teams	Rec 2	Senior Manager - Child Care South & CWD	April 2018	<i>In progress</i> <ul style="list-style-type: none"> Initial review undertaken as part of identifying the need for additional staff Further update and review required Established what is vacant and have gone to advert. A few on hold, due to re-structures. There is a report in the process of being developed <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Undertake workload analysis. (March 2018) Agree an acceptable caseload for social workers which takes into account training and annual leave and experience of staff. (April 2018) Explore the methodology behind the caseloads of workers and monitor staff caseload levels to ensure meeting agreed acceptable levels. (March 2018) Analyse findings and identify baseline staffing structure requirements. (April 2018)
	<u>Longer-term</u> Create a stable, sustainable workforce with sufficient resource to deliver effective and safe services	C2	Develop and implement short term plan for stabilisation of workforce including: Increasing capacity within teams where there are identified resource issues	Rec 2 and 4	Professional Lead Culture and Leadership Development	January 2018
C3		Stabilise the workforce with permanent members of staff, decreasing use of agency staff		Senior Manager Placements and Resources	June 2018	<i>In progress</i> <ul style="list-style-type: none"> All vacant posts identified. All vacant posts advertised (rolling advert) with some on hold due to restructures.

					<ul style="list-style-type: none"> • Immediate interviews undertaken with any applicants. • Agency staff spoken to and provided with Job Application Forms. • Agency staff have expressed interest in applying for permanent posts. • Business Manager successfully appointed. • Policy Officer, Complaints Officer and Quality Assurance Manager posts currently in the recruitment process following re-write/update of job descriptions and person specifications. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Ongoing regular monitoring of agency staffing levels. (January 2018) • Identify agency requirements based on workloads and ensure that relevant contracts are renewed and ended as appropriate. (January 2018) • Identify issues/ trends from content of exit interviews and act accordingly. (January 2018) • Staff benefit package to be explored. (April 2018)
C4	Development and implementation of long term strategy to meet employment demand linking to health and care strategy	Rec 15	Professional Lead Culture and Leadership Development / Human Resources Business Partner	September 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • Data is being gathered about how staff work. • A Recruitment and Retention Strategy is being developed. • Analysis of the Welsh speaking percentage of the population of Powys broken down into locality areas. <p><u>Key next steps:</u></p> <ul style="list-style-type: none"> • Workload analysis. (March 2018)

						<ul style="list-style-type: none"> • SMT Away Day planned to identify future operating model for Children's Services in Powys. (February 2018) • Assess the impact of introducing Signs of Safety on demand. (July 2018). • Gather robust baseline data on Welsh language skills within the workforce for Children's Services, currently at 65% and increasing slowly. (January 2018)
<p><u>Medium-term</u></p> <p>Robust workforce information and timely workforce management reporting</p>	C5	Clean and accurate data from which to make workforce decisions	Rec 15	Human Resources Business Partner	February 2018	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> • Work undertaken to ensure that Trent accurately reflects Children's Services establishment. • All agency leavers have been ended on Trent. • Removed any posts that are not included within the budgeted structure on Trent. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Ensure regular monitoring of workforce information held on Trent and provided to SMT for review and accuracy checking. (January 2018)
<p><u>Longer-term</u></p> <p>Ability within the workforce to provide an Active Offer in Welsh Language</p>	C6	Amendment of job roles and job descriptions including the requirement for Welsh Speakers	Rec 15 and 26	Professional Lead Culture and Leadership Development / Human Resources Business Partner	October 2018	<p><i>Planned</i></p> <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Gather robust baseline data on Welsh language skills within the workforce for Children's Services, currently at 65% and increasing slowly. (January 2018) • Implement new Welsh Language Policy. (April 2018) • Review and reword job descriptions in line with Welsh language requirements. (June 2018) • 50% of staff who have identified themselves as having no Welsh language skills to

						<p>undertake Level 1 eLearning Welsh Language. (August 2018)</p> <ul style="list-style-type: none"> • Process any changed JDs through HR and JE process. (August 2018) • Consult with staff regarding any proposed changes. (September 2018)
<p><u>Longer-term</u></p> <p>Ability to attract a highly trained and skilled workforce</p>	C7	Clear, engaging campaigns that attract staff to the council/county	Rec 15	Professional Lead Culture and Leadership Development	March 2018	<p><i>Well progressed</i></p> <ul style="list-style-type: none"> • Recruitment strategy written and submitted to Improvement Board in January. • Recruitment Open Days for Bannau/Camlas and Fostering planned for February 2018. • Recruitment Open Day in March 2018. • General advert went live in January. • Corporate 'Work, Live, Play in Powys' video has gone live and are pinned on Social Media accounts. • Social work specific recruitment videos developed. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Schedule open evenings for recruitment of social work staff. (February 2018) • Finalise development of and launch Social Care web page to target recruitment difficulties. (March 2018) • Launch the social work specific recruitment ideas. (March 2018) • Role profiles to be developed to attract people to specific job roles. (Ongoing)
<p><u>Medium-term</u></p> <p>Efficient, effective, streamlined, automated recruitment</p>	C8	Streamlined recruitment processes with sufficient business support to manage recruitment processes	Rec 4 and 15	Professional Lead Culture and Leadership Development	May 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • Recruitment end to end process is currently being mapped to identify areas where the process can be streamlined. • All Social Care posts exempt from VAS process.

<p>process attractive to applicants requiring minimal resource from recruiting managers</p>						<ul style="list-style-type: none"> • Live rolling advert. • Interviewing applicants as they apply. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Make changes to Trent system. (February 2018) • Develop a process for making contact with applicants withdrawn in order to establish a mechanism for gathering and reviewing candidate feedback. (April 2018)
	C9	<p>Recruit to:</p> <ul style="list-style-type: none"> • current vacancies; • identified additional staffing requirements. 	Rec 15	Professional Lead Culture and Leadership Development	June 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • Awaiting sign off for proposed additional staffing requirements. • See C3 <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Open days and recruitment sessions planned in February for Bannau and Camlas and fostering/adoption. (February 2018) • Recruitment open days for Social Workers to be scheduled (March 2018). • Review and monitor success of this approach and further Open Days to be scheduled. (March 2018)
<p><u>Longer-term</u></p> <p>Motivated , trained and skilled workforce</p>	C10	<p>Strong internal market that could include:</p> <ul style="list-style-type: none"> • investment in developing all staff into the roles that are hard to recruit to; • long-term development as a training establishment 	Rec 15	Senior Manager Placements and Resources	March 2022	<p><i>In progress</i></p> <ul style="list-style-type: none"> • Agreed that one additional place on the Social Work degree per annum are now available (total of 3 places per annum) • 6 student placements due to commence within Children’s Services teams in February 2018 (one is from Chester University, another from Bangor University). • Minimum of 7 Practice Assessors in place. • Investment in ILM programmes and staff supported to complete these.

					<ul style="list-style-type: none"> • All well-being officers will be offered opportunity to complete QCF level 5 training in order to meet the additional requirements of their post in relation to case holding and assessment. • Social workers have access to CPEL programme. • All social work teams have access to community care inform. • Career progression discussions taking place in line with Supervision/IPR policy. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Monitor wellbeing officers' progress through QCF level 5. (March 2018) • Analyse levels of demand for Social work qualification and identify additional places and resources as necessary. (March 2018) • Undertake feasibility study to explore development of in house training establishment. (December 2019) • Explore Social Work apprenticeships. (June 2018) • Further scope how we develop staff to fill the roles where recruitment is problematic. (December 2018) 	
<p><u>Immediate</u></p> <p>All staff to complete mandatory training so that they have the required knowledge and skills specific to Safeguarding.</p>	C11	Defined corporate mandatory training for Social Care Staff and cross organisational mandatory training to understand safeguarding responsibilities at senior levels		Professional Lead Culture and Leadership Development	March 2019	<p><i>In progress</i></p> <ul style="list-style-type: none"> • Paper to Management Team/Heads of Service re Corporate Mandatory Training in January. • Courses planned for March 2018. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Develop e-Learning courses roll out. (March 2019)

<u>Medium-term</u> All staff to have the required skills and knowledge to undertake their role effectively.	C12	Defined role mandatory training	Rec 14	Social Services Training Unit	September 2018	<i>Planned</i> <u>Key next steps</u> <ul style="list-style-type: none"> • Define the role specific mandatory training / experiences required for every role, to include Welsh Language. (March 2018) • Establish a training needs analysis for each role against their mandatory training. (June 2018) • Develop and deliver a training plan to overcome any training gaps. (September 2018)
	C13	<p>All staff inducted into their roles.</p> <p>A mechanism to record and report on inductions</p>	Rec 14	Senior Manager Placements and Resources	July 2018	<i>In progress</i> <ul style="list-style-type: none"> • Children’s Services staff induction has been implemented, in addition to the Corporate Induction. • Induction programme and monitoring form has been added to Children’s Services Intranet page. • Children’s Services induction programme has been rolled out and promoted to all staff. • Manual process in place for recording and reporting on inductions. <u>Key next steps</u> <ul style="list-style-type: none"> • Develop automated mechanism to record and report on inductions. (July 2018) • Include “understanding third sector“ in the Corporate Induction programme. (September 2018)
<u>Immediate</u> Competent and confident Leaders and Managers	C14	Managerial Specific induction at junior and senior manager levels	Rec 3 and 14	Professional Lead Culture and Leadership Development	December 2017	<i>Complete</i> <ul style="list-style-type: none"> • Managers induction programme now in place.

Immediate Childcare workforce adequately skilled and trained	C15	Undertake multi-agency training needs analysis Publish multi-agency training brochure	Rec 15	Social Services Training Unit	Ongoing - yearly	<i>Complete</i> <ul style="list-style-type: none"> Annual training needs analysis undertaken and brochure published.
<u>Longer-term</u> A trained skilled workforce with clear training pathways	C16	Clear training pathways for all staff that includes: <ul style="list-style-type: none"> CPD and additional qualifications to grow the workforce Values and behaviours expected of professional staff 	Rec14	Social Services Training Unit / Professional Lead Culture and Leadership Development	September 2018	<i>Planned</i> <u>Key next steps</u> <ul style="list-style-type: none"> Identify pathways in line with role mandatory requirements and training qualification opportunities. (September 2018) Publish training pathways to all staff and promote as part of recruitment packages. (September 2018)
<u>Medium-term</u> Highly trained and skilled workforce with effective succession planning and implementation	C17	Succession planning approach to ensure staff are prepared to enter other roles	Rec 14 and 15	Professional Lead Culture and Leadership Development	April 2019	<i>Planned</i> <u>Key next steps</u> <ul style="list-style-type: none"> Scope and report on approach to succession planning. (May 2018) Implement new succession planning approach. (September 18)
<u>Longer-term</u> Sustainable workforce	C18	Approach to talent identification that ensures that there is a sustainable senior leadership for the long term	Rec 15	Professional Lead Culture and Leadership Development	September 2019	<i>Planned</i> <u>Key next steps</u> <ul style="list-style-type: none"> Scope talent management programme and take proposal to Management team. (October 18) Launch programme. (April 2019)
<u>Medium-term</u>	C19	Re-contract (psychological contract) with the staff to ensure a clarity of employer / employee	Rec 15	Senior Manger Placements	June 2018	<i>Planned</i>

Clear roles and responsibilities		roles and responsibilities and what staff should expect in their role and define the relationship between the staff and their managers		and Resources / Professional Lead Culture and Leadership Development		<u>Key next steps</u> <ul style="list-style-type: none"> • Roll out of staff benefits package. (April 2018) • Introduce Staff Charter. (June 2018) • Develop and implement Accountability Framework. (June 2018) • Schedule Staff re contracting launch event for all staff. (June 2018)
Medium-term Competent and confident team managers who know their staff, their cases, ensuring high quality supervision for every member of staff	C20	A robust supervision process that includes: <ul style="list-style-type: none"> • Implementing updated supervision policy • Established recording mechanism for supervision • Monthly supervision reporting 	Rec 3	Senior Manager Placements and Resources / Professional Lead Culture and Leadership Development / Human Resources Business Partner / Improvement consultant	March 2018	<i>Well progressed</i> <ul style="list-style-type: none"> • Updated supervision policy published along with template for recording. • All supervision dates are recorded on the TRENT system. • Performance Management information available for number of supervisions undertaken, monitored by SMT and Improvement Board. <u>Key next steps</u> <ul style="list-style-type: none"> • Co-produce and begin to implement learning and development activities to improve the quality of supervision and management oversight. (March 2018)
	C21	Performance management culture utilising IPRs to set targets of work and development and hold people accountable to them.	Rec 3	Senior Manager Placements and Resources	November 2018	<i>In progress</i> <ul style="list-style-type: none"> • Implemented new Supervision Policy and the Management Induction which will include IPRs. • Work continues to refine the reporting of supervision for staff. Current figures show improvement in this area – December 2017 59% of staff received supervision, January 2018 69% of staff received supervision.

						<u>Key next steps</u> <ul style="list-style-type: none"> • Audit quality of supervision to ensure a balanced approach to case management and IPR. (June 2018)
<u>Longer-term</u> A culture where staff work to the top of their skill level rather than the bottom.	C22	Practice champions freed from high caseload to help support the development of the less experienced (mentors)	Rec 3	Senior Manager Placements and Resources / Improvement consultant	September 2018	<i>Planned</i> <ul style="list-style-type: none"> • Secured additional management capacity to identify practice champions and develop mentoring capacity. <u>Key next steps</u> <ul style="list-style-type: none"> • Analyse quality of practice within teams. (April 2018) • Identify practice champions. (June 2018) • Provide mentoring training and development. (August 2018) • Review caseloads of identified mentors to ensure capacity to support is available. (July 2018) • Assign mentors to identified staff. (August 2018)
<u>Longer-term</u> Competent and confident Mangers and Leaders	C23	<p>Effective leadership and management including the investment of time of all leaders in their development of their own abilities including:</p> <p>Leadership Development Plan</p>	Rec 15	Senior Manager Placements and Resources Professional Lead Culture and Leadership Development Improvement Consultant	September 2018	<i>Planned</i> <u>Key next steps</u> <ul style="list-style-type: none"> • Develop leadership competencies for the service. (May 2018) • Undertake training needs analysis of current leadership and management training. (June 2018) • Undertake gap analysis. (June 2018)
<u>Longer-term</u> A motivated workforce -	C24	Rewards and recognition including financial and non-financial benefits. This will include:	Rec 15	Professional Lead Culture and Leadership	April 2019	<i>Well progressed</i>

<p>Staff feeling valued and excellent performance rewarded.</p>		<ul style="list-style-type: none"> Review of pay model to enable specialists to be remunerated in a manner commensurate with their level of qualification Defined non-financial reward package 		<p>Development / Human Resources Business Partner</p>		<ul style="list-style-type: none"> Non-financial rewards staff benefits package developed and with management team for sign off. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Implementation of package. (April 2018) Explore options around pay models. (April 2019)
<p><u>Longer-term</u></p> <p>Motivated staff whose well-being is promoted.</p>	C25	Range of approaches to enable staff wellbeing	Rec 15	Professional Lead Culture and Leadership Development	December 2018	<p><i>Planned</i></p> <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Undertake staff survey to gather views on wellbeing. (February 2018) Scope and develop well-being support package. (September 18) Establish support package. (December 2018)
<p><u>Medium-term</u></p> <p>Understanding of current workforce and reasons why staff chose to leave</p>	C26	Gain overview of current workforce and any planned leavers. Better understand staff reasons for leaving by implementation of exit questionnaires so that areas of concern can be addressed. Ongoing process to monitor.	Rec 15	Professional Lead Culture and Leadership Development	July 2018	<p><i>In Progress</i></p> <ul style="list-style-type: none"> New exit interview form designed and implemented. Returns are being analysed monthly and fed back to SMT. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Identify issues or trends and put in place actions to address any concerns. (July 2018)
	C27	To develop Reflective Practice Forums and support for practitioners	Rec 8, 9 and 15, 16	Senior Manager Placements and Resources/ Improvement Consultant	September 2018	<p><i>Planned</i></p> <ul style="list-style-type: none"> Additional management capacity secured to develop Reflective Practice Forums and opportunities.

						<u>Key next steps</u> <ul style="list-style-type: none"> • Develop and agree reflective practice methodology. (June 2018) • Delivery of training linked to methodology. Identified. (July 2018) • Develop and roll out a programme of reflective practice. (September 2018)
C28	Monitor sickness absence and look to reduce it	Rec 15	Human Resources Business Partner/ Area manager South	January 2018	<i>Complete</i> <ul style="list-style-type: none"> • Sickness absence reviewed by SMT on a monthly basis. • Actions identified by SMT to address sickness absence trends or concerns. • Sickness Training being rolled out for Children's Services Managers (16th February). 	
C29	Report on grievances/bullying/whistleblowing complaints and ensure these are dealt with promptly and appropriately	Rec 15	Human Resources Business Partner / Senior Manager Placements and Resources	March 2018	<i>In progress</i> <ul style="list-style-type: none"> • Review taking place for case work in 2017 and improvements into staff supported will look to be implemented by HR. • Report provided to SMT on a monthly basis. <u>Key next steps</u> <ul style="list-style-type: none"> • Deliver training for Children's Services Managers in relation to Grievances, Bullying and Whistleblowing (March 2018) 	
C30	Monitor the use of agency staff and look to reduce this where possible and stabilise the permanent workforce	Rec 15	Human Resources Business Partner / Area manager South	June 2018	<i>In progress</i> <ul style="list-style-type: none"> • All vacant posts identified. • All vacant posts advertised. • Rolling advert in place for most difficult to recruit to posts. • Immediate interviews undertaken with any applicants. 	

						<ul style="list-style-type: none"> • Agency staff spoken to and provided with Job Application Forms. • Regular reports provided and reviewed by HR with Children's Services. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Ongoing regular monitoring of agency staffing levels. (January 2018) • Identify agency requirements based on workloads and ensure that relevant contracts are renewed and ended as appropriate. (January 2018) • Identify issues/ trends from content of exit interviews and act accordingly. (January 2018) • Staff benefit package to be explored (February 2018).
<p><u>Medium-term</u></p> <p>Develop a whole system response to domestic abuse</p>	C31	Develop a whole system response to Violence Against Women. Domestic Abuse and Sexual Violence	New	Director of Social Services	October 2018	<p><i>In progress</i></p> <ul style="list-style-type: none"> • Lead Director for VAWDASV identified. • Strategic Commissioner for VAWDASV delivered reports to HOS and MT. • Level 1 training delivered to some staff groups. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Ensure the National Training Framework is included within the Terms of Reference of a relevant strategic board or group which will monitor activity and progress. (February 2018) • Identify a champion for VAWDASV issues in the Cabinet. (March 2018) • Reinforce requirements for those employees who have IT access to undertake level 1 training. (April 2018) • Deliver training in groups to those staff who do not have IT access. (Starting in April 2018)

					<ul style="list-style-type: none">• Ensure all new starters to receive training on VAWDSAV as part of induction. (April 2018)• Ensure 100% of workforce trained in level 1 (September 2018)• Add Group 1 VAWDASV training to the list of mandatory training for Council members in accordance with the National Training Framework. (June 2018)• Design a programme for the Cabinet and Corporate Management team to complete the VAWDASV elements of the Strengthening Leadership series. (September 2018)
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1.4 Priority Improvement Area D – Reshaping and Reforming Services

Sponsor – Director of Education and Children

Theme D: Transforming and shaping services	
<p>CIW Analysis</p> <p>The local authority and partners must work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, which includes the views of children and families. This should be used to inform the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance services, the preventative sector and statutory services.</p> <p>The Local Authority must ensure its fostering service provides consistent support, training and guidance to foster carers to improve the quality and availability of placements.</p> <p>There is a need for clear strategic direction supported by operational protocols to enable partners to have a clear understanding of the purpose, structure and decision making in Children’s Services.</p> <p>The local authority must clarify the role and purpose of Powys People Direct (PPD) within the overall provision of information, advice and assistance and must ensure staff and partners have clear guidance to support decision making.</p>	<p>Success Criteria</p> <p>The local authority works with partner organisations to develop, understand, co-ordinate, keep up to date and make best use of statutory, voluntary and private sector information, assistance and advice resources available in their area.</p> <p>All people, including carers, have access to comprehensive information about services and get prompt advice and support, including information about their eligibility and what they can expect by way of response from the service.</p> <p>Arrangements are effective in delaying or preventing the need for care and support.</p> <p>People are aware of and can easily make use of key points of contact. The service listens to people and begins with a focus on what matters to them.</p> <p>Effective signposting and referring provides people with choice about support and services available in their locality, particularly preventative services.</p> <p>Access arrangements to statutory social services provision are understood by partners and the people engaging with the service are operating effectively.</p> <p>People experience timely and effective multi-agency care, support, help and protection where appropriate.</p>

People are helped to develop their abilities and overcome barriers to social inclusion.

A robust commissioning process is followed to ensure that services are designed, developed and delivered based on clear evidenced need and shaped by the views of service users.

We will provide a range of Integrated and seamless multi agency care and support pathways for children, young people and their families

We will establish integrated, locality based teams who work collaboratively and creatively to support the needs of Children, young people and their families.

A shared, owned and demonstrable culture of collaboration, prevention and outcomes focused practice across all agencies.

Smooth and effective transition for children and young people between services and key life stages, in particular transition into school, secondary school and adulthood

Outcome	Action No	What we need to do	CIW Recommendation	Lead	Timescale	Status
<p><u>Medium-term</u></p> <p>Further strengthen Family Group Conference (FGC) and asset-based, solutions-focused approaches to practice within social care teams.</p>	D1	Commission a pilot edge of care service, a Family Group Conferencing (FGC) Service and build capacity within IFST services.		Head of Children's Services	May 2018	<p><i>In Progress</i></p> <ul style="list-style-type: none"> • Pilot Edge of Care and FGC service commissioned through Action for Children. • Referral pathway agreed and implemented. • Additional capacity added to IFST on a fixed-term basis. • FGC training scheduled for staff. • Edge of Care Pilot Service updates provided to SMT. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Develop a system whereby all relevant children entering the system have an opportunity to benefit from a FGC. (March 2018) • Analyse public law outline cases to determine demand. (March 2018) • Evaluate pilot service. (April 2018) • Evaluate impact of additional capacity in IFST (April 2018) • Develop Family Support commissioning strategy. (May 2018) • Complete options appraisal for potential delivery vehicles (in house/outsourced/strategic partner). (May 2018)
<p><u>Medium-term</u></p> <p>Provide early help and support</p>	D2	Develop prevention and early help capacity within the service to prevent escalation of need for those		Area Manager North	September 2018	<p><i>Planned</i></p> <p><u>Next key steps</u></p> <ul style="list-style-type: none"> • Develop capacity for early help for those in need of care and support (i.e. additional staffing, lower caseloads to allow time for direct work with families). (June 2018)

	children and young people in need of care and support					<ul style="list-style-type: none"> • Ensure social workers are aware of the range of services available across all sectors and agencies to support delivery of the care and support plan. (July 2018) • Provide information on referral processes to support services. (July 2018) • Identify and deliver any training on specific interventions. (Ongoing)
D3	Publish the requirements for PPD and set out how PPD will meet the requirements to deliver IAA.	Rec 10	Area Manager (North) / CYPP Senior Manager	April 2018	<ul style="list-style-type: none"> • See B17 	
D4	Embed the TAF model for early help within PPD	Rec 10	Area Manager (North) / CYPP Senior Manager	September 2018	<ul style="list-style-type: none"> • See B19 	
D5	Develop PPD and FIS outreach capacity into communities	Rec 10	Area Manager (North) / CYPP Senior Manager	September 2018	<p><i>In Progress</i></p> <ul style="list-style-type: none"> • Case for funding PPD/FIS Outreach post made in staffing review – awaiting confirmation of funding. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Appoint PPD/FIS Outreach workers. (April 2018) • Commence delivery of outreach programme. (April 2018) • Evaluate impact of outreach. (September 2018) • Improve attendance at Children and Families Network events with PAVO. (April 2018) 	
D6	Promote the use of PPD, info engine and Dewis	Rec 10	Area Manager (North) / CYPP	April 2018	<i>Planned</i>	

		with social workers and other practitioners		Senior Manager		<u>Key next steps</u> <ul style="list-style-type: none"> • Revisit PPD Communications Plan and refresh (March 2018) • Run session with OMT to explore FIS, Info Engine and Dewis. (March 2018) • Team managers to cascade knowledge and run session within staff teams. (April 2018)
<u>Longer term</u> Reduce unnecessary statutory involvement in families	D7	Develop and implement a multi-agency early help offer for children, young people and families, across the continuum of need. (<i>See Start Well Programme</i>)	Rec 21	Lead Director for Children	March 2019	<i>Well progressed</i> <ul style="list-style-type: none"> • Early Help model and proposal drafted and shared with CYPP and Improvement Board. • Early Help Service Specifications under development. • Alignment of Early Help/Child Poverty programmes in preparation for integrated commissioning strategy – new cross programme working groups established to align and maximise resources. <u>Key next steps</u> <ul style="list-style-type: none"> • Run Early Help testing workshops with Improvement Board and CYPP (January/February 2018) • Undertake whole pathway review and redesign. (March 2018) • Agree Early Help Strategy. (March 2018) • Implement communication plan with key staff and stakeholders. (April 2018) • Develop and deliver implementation plan and commission new services. (March 2019)
	D8	Establish the Integrated Disability Service (IDS) to include co-located multi agency teams and single	New	Head of Service/ Head of Women and Children's health	September 2018	<i>Well Progressed</i> <ul style="list-style-type: none"> • Integrated processes and pathways tested. • Integrated multi agency training and development delivered. • Service development costs identified and resources secured. • IDS staffing structure and pathway developed.

	management structure				<ul style="list-style-type: none"> Service user feedback obtained. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Sign off of final staffing structure and pathway. (May 2018) Agree implementation plan. (June 2018) Deliver plan. (September 2018) Review the provision of support services across all relevant agencies, (December 2018)
D9	Commission an integrated Family Support Service, including support for those families at the edge of care.	New	Head of Childrens Services / CYPP Senior Manager	March 2019	<p><i>Well Progressed</i></p> <ul style="list-style-type: none"> Multi-agency engagement in developing specifications for family support services. Engagement with Youth Forum and service users and their families on service design. Edge of Care Service piloted with Action for Children. Scoping exercise undertaken to identify opportunities for strategic alignment of grants, programmes and services. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Establish Family Support workstream under CYPP. (March 2018) Test and finalise service specifications. (April 2018) Evaluate pilot service. (June 2018) Complete options appraisal on delivery models. (September 2018) Agree preferred delivery model. (November 2018) Implement delivery model – develop/procure/strategic partnership. (March 2019)
D10	Commission an integrated Youth Support Service	New	Lead director for Children /	December 2018	<i>In Progress</i>

				CYPP Senior Manager		<ul style="list-style-type: none"> Review of Youth Intervention Services undertaken in 2016/17. CAMHS Review identified opportunities for alignment of key staff and services within an integrated model. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Scoping paper to be considered by CYPP. (March 2018) Youth Support Service workstream to be established. (March 2018) Co-produce and test service specification with young people. (May 2018) Agree final service specification. (June 2018) Develop new integrated service – management of change process to be enacted. (December 2018)
D11	Develop a Multi-Agency Early Help Hub within Powys People Direct (PPD).	New	Area Manager North / CYPP Manager	March 2020	<p><i>Planned</i></p> <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Explore existing models of early help hubs - e.g. Flintshire. (May 2018) Scope and design an early help hub for Powys (September 2018) Develop resourcing and implementation strategy. (March 2019) Agree final model. (March 2019) Pilot Early Help Hub (April - October 2019) Evaluate pilot and implement lessons learned. (March 2020) Fully implement (April 2020) 	
D12	Commission an integrated response to supporting good emotional/mental health and well-being including a	New	CYPP Senior Manager / Women and Children's Service manager, PTHB	December 2018	<p><i>In Progress</i></p> <ul style="list-style-type: none"> Engagement programme delivered in Phase 1 of CAMHS Review with wide range of multi-agency stakeholders. Agreement from PTHB to implement recommendations in CAMHS Review report. 	

		CAMHS review and implementation of the Together for Children and Young People strategy. (T4CYP)				<p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Draft service design and specification. (June 2018) • Consult with key stakeholders, including children and families, in relation to proposed service design. (September 2018) • Develop implementation plan. (November 2018) • Implement plan. (December 2018)
<p><u>Longer-term</u></p> <p>Integrated, co-located, easy access early help services, universal and targeted</p>	D13	Establish multi-agency, co-located locality teams, where appropriate - see Start Well programme.	New	Lead Director for Children	March 2020	<p><i>In Progress</i></p> <ul style="list-style-type: none"> • Options Appraisal and Outline model agreed by CYPP. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • New CYPP membership to review the model previously agreed. (June 2018) • Develop implementation plan. (October 2018) • Implement plan. (November 2018 – March 2020)
	D14	Pilot the Children's First Model in Newtown to develop and test a localised, multi-agency response to communities with high levels of need.	New	Lead Director for Children	March 2020	<p><i>In Progress</i></p> <ul style="list-style-type: none"> • Funding secured from ICF for phase one of project. • Project co-ordinator appointed. • Initial engagement activity undertaken. • Local community consultation events planned using art as the medium. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Establish local steering group, including terms of reference. (May 2018) • Progress report to be submitted to CYPP. (March 2018) • Undertake more local engagement activity. (May 2018)

						<ul style="list-style-type: none"> • Develop phase two proposal and implementation plan. (March 2018) • Secure ICF funding for Phase 2. (April 2018) • Work with partners to identify anonymously top 25 most complex families from the area. (July 2018) • Undertake listening and learning activity with identified complex families. (September 2018) • Develop multi-agency protocols and planning for meeting needs of identified families. (September 2018)
<p><u>Longer-term</u></p> <p>Young People in care have planned effective transitions out of care and are supported to progress into adulthood</p>	D15	Establish and implement clear, planned, effective multi agency pathways for care leavers	Rec 13	Senior Manager South	December 2018	<p><i>In Progress</i></p> <ul style="list-style-type: none"> • Guidance ready in draft form. • Leaving care policy in draft form. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Task workshop to be held to develop business processes. (March 2018) • Engagement with young people
	D16	Consider young people's views gathered through the Child A Practice Review and address their concerns and recommendations	Rec 28	Safeguarding Manager	September 2018	<p><i>In Progress</i></p> <ul style="list-style-type: none"> • Feedback from young people on experiences of leaving care gathered from Child A Child Practice Review. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> • Co-design and test new policy and guidance with young people/care leavers. (May – July 2018) • Ensure that all Pathway Plans for young people leaving care address transitions issues in a timely manner to ensure appropriate links can be made across services and partner agencies. (September 2108)
	D17	Provide work opportunities and		Safeguarding Manager	July 2018	<i>In Progress</i>

		training for care leavers within the Council and its partners				<ul style="list-style-type: none"> Care leaver apprenticeships discussed at corporate parenting group. Email sent out to encourage different parts of the authority and partner commissioned services asking them to offer work and training opportunities. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Follow up with partner commissioned services to secure apprenticeship placements. (May 2018)
	D18	Establish a clear and specific 16+ support service offer for young people needing or at risk of needing care and support	Rec 18	Area Manager North/Youth Service Manager/Senior Manager CYPP	December 2018	<p><i>Planned</i></p> <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Consider feedback gathered from young people as part of the recent Child Practice Review. (March 2018) Develop specific 16+ care and support offer and pilot. (July 2018) Evaluate pilot. (September 2018) Align service offer within Integrated Youth Support Service (see D15). (October 2018)
<u>Longer-term</u> Commission the right range of placements which provide positive experiences for children and young people who are looked after or leaving care.	D19	Work with a range of partners to develop and implement a new placements and accommodation commissioning strategy (See start well programme)	New	Head of Children's Services Senior Manager Resources and Placements CYPP Manager	March 2020	<p><i>Planned</i></p> <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Establish multi-agency accommodation and placement workstream under CYPP. (June 2018) Undertake situational analysis of current placement/accommodation needs and identify gaps/shortfalls. (September 2018) Research range of models/approaches tested elsewhere (October 2018) Develop revised Commissioning Strategy. (December 2018)
<u>Medium-term</u>	D20	Review and implement a	Rec12	Senior Manager	February 2018	<i>In Progress</i>

Consistent support, training and guidance to foster carers to improve the quality and availability of placements		recruitment and retention strategy for Foster Carers.		Resources & Placements		<ul style="list-style-type: none"> Review is completed. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Work with the communications team to implement draft marketing strategy. (February 2018)
	D21	Meet the needs of Foster Carers so that they feel supported, respected and valued as part of our wider workforce and implement recommendations from foster care review for service improvement.	Rec 12	Senior Manager Resources & Placements	July 2018	<p><i>In Progress</i></p> <ul style="list-style-type: none"> Listening and learning activity completed with Foster Carers and report produced. Budget secured to increase capacity of Fostering team. Foster carers being invited and attending roadshow and workshops. Quarterly support groups for foster carers being held. Recommendations from the review taken to OMT. <p><u>Key next steps</u></p> <ul style="list-style-type: none"> Review support packages to carers to take on recommendations from foster carer review. (March 2018) Allow foster carers access to the Council's email system to increase communication with social workers. (July 2018) Develop peer support for foster carers. Phase one completed and draft paper signed off by SMT. Phase 2 involves implementing support and is ongoing.
	D22	Develop and implement an intensive support service for carers with children with more complex needs.	Rec 12	Senior Manager Resources & Placements	December 2018	<p><i>In Progress</i></p> <ul style="list-style-type: none"> Paper Presented to Improvement board and corporate parenting Group Development proposal completed. <p><u>Key next steps</u></p>

						<ul style="list-style-type: none"> • Visit other authorities with intensive and/or therapeutic fostering models. (May 2018) • Test proposals with foster carers and gather views. (May 2018) • Implement agreed model. (December 2018)
Jointly commission accommodation options for young people between the ages of 16 and 21 years	D23	Commission more independent or semi-independent living options such as ‘when I’m ready’ placements, supported housing, ‘training flats’ and supported lodgings for young people between the ages of 16 and 21 to support them at different levels of independence and to make a good transition into adulthood.	New	Senior Manager Resources & Placements	December 2018	<i>Planned</i> <u>Key next steps</u> <ul style="list-style-type: none"> • Visit other local authorities with similar needs and demography. (May 2018) • Work through the CYPP to review the current range of options. (June 2018) • Test proposals with young people (July 2018) • Produce a strategy for putting in place any additional provision required. (October 2018)
Ensuring professional involvement with children who are looked after or care leavers is purposeful and effective.		Ensure that the roles and responsibilities of corporate parents, foster carers, Social Workers, IROs, teachers, specialist Looked After Children education and	New	Head of Children’s Services	December 2018	<i>Planned</i> <u>Key next steps</u> <ul style="list-style-type: none"> • Through the CYPP, examine the protocols in place for ensuring that a corporate parenting approach is in place across public services and the third sector (July 2018) • Consult with children and young people about what most helps them. (August 2018) • Identify gaps in services and support. (October 2018)

		health professionals, advocates and guardians are clear to ensure they feed into the planning and reviewing processes for Looked After Children.				<ul style="list-style-type: none">• Revise any protocols that are not fit-for-purpose. (December 2108).• Plan for dealing with shortfalls. (December 2018)
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