



Schools, Children and Families Improvement Plan

September 2010

Improvement Notice Plan v0.1

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The Six Pillars for Improvement

Confident leadership <ul style="list-style-type: none"> • A clear vision and sense of direction • Modelling professional confidence and self belief • Providing leadership at every level • Communicating clear expectations throughout the organisation • Supporting, solving and listening • Holding people to account for poor performance • Rewarding excellence 	An organisation fit for purpose <ul style="list-style-type: none"> • Clear priorities • Effective organisation and management • Aligning resources to priorities • Ensuring accountability and compliance • Creating one organisation 	Effective partnerships making the difference <ul style="list-style-type: none"> • A Children's Trust that drives better outcomes for every child • An LSCB that supports high quality safeguarding across the partnership • A shared vision by all partners and a commitment to improvement • Joint commissioning of services that keep children safe and free from harm
High quality front-line practice <ul style="list-style-type: none"> • Building a range of services which support families and their children • Effective multi-agency early intervention and prevention • A high quality social work assessment service supported by timely decision making • A high quality family support service • A clear understanding of thresholds, risk and when to intervene • Family support services and residential settings that keep children safe and achieve their potential 	Measuring what counts <ul style="list-style-type: none"> • Departmental Performance system • Accurate and timely Management Information • Individual achievement measured • Analysis and intervention • Quality assurance of practice 	Becoming an employer of choice <ul style="list-style-type: none"> • Recruiting high calibre front-line staff • Delivering good quality training and development through the Essex Academy • Providing high quality management and supervision • Engaging staff in our improvement journey • Competitive reward packages

High quality front-line practice

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
1	Essex County Council to improve the quality of analysis and recording of case directions, assessments, chronologies, child protection plans and child in need plans to ensure required actions are documented in measurable ways within set timescales and through effective senior management audit, performance monitoring and evaluation.	<p>Use existing Quality Assurance systems, (Supervision, published practice standards, accountability frameworks, My Performance process, statutory review process, 0-12 CLA tracking meetings) to performance manage the quality of assessment and planning</p> <p>Managers to review all open cases against agreed practice standards supported by Practice Improvement Project team.</p> <p>Project team will identify and prioritise training needs in practice and in use of ICS</p> <p>Introduce bi-weekly practice workshops in area teams as standard.</p> <p>Review current assessment and other core skills training programme; revise and strengthen.</p> <p>Managers at all level to be proactive in managing out consistently poorly performing staff</p>	<p>Team Managers evidence in supervision that risk and protective factors are identified and recorded – this is evident in audits</p> <p>Reviews of open cases completed Quadrant by Quadrant</p> <p>Audits confirm that management decisions are evident and have been acted upon</p> <p>Learning and Development and operational Manager monitoring of staff attendance at all suitable training relating to assessing, care planning and recording using the development section of the my performance contract to track & evidence this.</p>	<p>Immediate and ongoing</p> <p>Completed by March 11</p>	Jean Imray		Recommendation: Ofsted CLA and Safeguarding (Aug '10)
2	Essex County Council to		Team Managers evidence that risk and	Immediate and ongoing	Jean Imray		

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	ensure all care plans robustly and accurately identify and record risk and protective factors.		protective factors identified in the Assessment & Progress Record are detailed in the Care Plan				
			Team manager's evidence improved quality, individual practitioner competence and plan further professional development as part of 'my performance' process.	Immediate and ongoing	Jean Imray		
		Develop practice guidance & standards and best practice model on the use of the Assessment & Progress Record (for LAC), ensuring identification of risk is addressed.	Practice guidance and best practice exemplars disseminated	30/09/2010	Jean Imray		
			Supervision, audits and feedback from IROs and CP advisers evidence practice standards have been embedded	31/10/2010			
		Through central training and development of best practice exemplars & guidance, drive up practice quality.	Learning and Development and operational Manager monitoring of staff attendance at all suitable training relating to assessing, care planning and recording using the development section of the my performance contract to track & evidence this.	31/10/2010 and 31/03/2010	Jean Imray		
		Introduce systems to ensure consistency of practice across VCYP in response to ongoing Quality of Practice Audits	Head of Q&A commences	Immediate: 30/09/2010	Jean Imray		
			Programme of bi-annual deep dive audit of supervision in place and timeline met.	29/10/2010	Jean Imray		

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
			Training Programme is responsive to identified shortfalls in practice	Ongoing			
			Introduce mock inspection programme for front-line teams.	31/12/2010	Jean Imray		
			Introduce additional service focussed performance and audit tools to ensure high quality practice	Monthly report includes details of numbers of children looked files audited against agreed practice standards agreed standards.	Immediate: 31/08/2010	Jean Imray	
			Best practice exemplars of key documents finalised.	31/10/2010	Jean Imray		
			SWIPE is developed to report on presence of up to date care plans for all children looked after and stat visits to LAC and children with a CP plan.	30/12/2010	Jean Imray		
		Simplify ICS forms and processes to support case recording	IA, CA, Initial contact forms simplified	Immediate: 31/08/2010	Jean Imray		
			1C+ software solution implemented	30/12/2010	Jean Imray		
			CIN, CP, LAC Processes and planning templates reviewed and simplified	28/02/2011	Jean Imray		
		Review current ICS training and support to improve systems and practice recording	Agreed number of ICS Super users embedded in teams	30/12/2010	Jean Imray		
			Training commissioned to meet competency gaps	31/12/2010	Jean Imray		
			Programme of targeted training begins	28/02/2010	Jean Imray		
		Exit from Swift to support ICS compliance	Exit strategy from Swift agreed	31/12/2010	Jayne Robinson		
			Swift exit completed	31/09/2011	Jayne Robinson		

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
			Finance and Adoption modules implemented	30/04/2011	Jayne Robinson		
3	Essex County Council to ensure that all Section 47 investigations are investigated appropriately and within timescales and to ensure initial assessments are not used inappropriately to investigate child protection concerns.	Review current training plan to ensure CP and investigative skills training modules are given priority	Increased numbers of Team Managers and practitioners undertaking core CP skills training including investigative skills				Recommendation: Ofsted– Safeguarding (Aug '10)
		All childcare team managers to undertake supervision training	All Team Managers trained	31/03/2011	Jean Imray		
		The Initial Response Team to consistently apply the agreed threshold criteria to appropriately differentiate between Section 17 and Section 47 referrals	Evidenced through monthly Quality of Practice audits Programme of quarterly deep dive audits of s47 investigations in place.	28/02/2011 Programme in place by 31/10/10	Jean Imray		
		Data services to provide regular reports re section 47/initial assessments/ timescales/ trends/ analysis	Reports available	Ongoing	Jean Imray		
		Use training, ICS and reporting tools to ensure Section 47 compliance	I practice note on S47 protocols issued	Immediate: Complete	Jean Imray		
			Report on S47 compliance complete	30/11/2010	Jean Imray		
			Referral outcome of s47 available on ICS	29/10/2010	Jean Imray		
4	Essex County Council to ensure the independent reviewing service is effective in providing robust and systematic challenge to practitioners so that timely and effective decision making significantly reduces avoidable drift within the care system for looked	Undertake comprehensive review and restructure of IRO service where required.	Head of Q&A commences and begins IRO review	Within 6 months: 30/09/2010	Jean Imray		Recommendation: Ofsted CLA (Aug '10)
			IRO service reviews complete	30/12/2010	Jean Imray		
			Review actions implemented	28/02/2011	Jean Imray		
		Continue to apply the Dispute Resolution Policy	Issuing of regular reports that demonstrate timescales for resolution				

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	after children and young people.	IRO service managers provide monthly highlight reports on performance and practice issues	reduced				
		Backlog of reviews addressed and reviews outcomes on system within agreed timescales	Evidence of Review outcomes on Protocol within agreed timescales. (Quality of Practice and LAC audit evidence)	TBA			
		Convene regular case tracking meetings with IRO Service, Adoption, Fostering and Care holding teams to avoid unnecessary drift in care planning	Minutes available from meetings evidencing delivery of timely permanency plans.	31/10/2010			
5	Essex County Council to review its engagement with the military welfare services to ensure coordinated and appropriate services are in place to respond to the wider safeguarding needs of children and young people from military families.	Establish an operational link to the military in the North of the County and compile terms of reference for the agreed meeting	Bi-monthly meetings between operational link and military lead person are taking place- minutes available	Within 3 months: 30/09/2010	Jean Imray		Recommendation: Ofsted Safeguarding (Aug '10)
		Identify joint training opportunities between Social Care and the military to address the wider safeguarding needs of children and families from military backgrounds	Joint training delivered Training evaluation evidences positive outcomes	26/11/2010	Jean Imray		
6	Essex County Council to ensure accurate systems are in place for the recording and data collection of allegations against staff bringing together historical and current data to enable	Procure and implement an ICT solution to enable improved allegations recording and risk assessment	System Selected	Within 3 months: 30/09/2010	Jean Imray		Recommendation: Ofsted Safeguarding (Aug '10)
			Interim solution to support allegations recording in place	Complete	Jean Imray		
		Strengthen and develop existing policy for greater	System implemented	30/11/2010	Jean Imray		

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
	robust risk assessments to be made.	clarity around management of allegations. Communicate changes to all staff.	Revised policy completed and disseminated	30/12/2010	Jean Imray		
		Increase capacity within LADO team support improved allegations management	2 social work practitioners recruited to LADO role	Within 3 months: complete	Jean Imray		
			Team restructured to align LADO to quadrants	complete	Jean Imray		
			Robust reporting process to ESCB established -	10/10/10	Jean Imray		
7	Implement protocols between children's services and the police to prioritise risks in cases of domestic violence cases	Implement use of <i>Protect</i> system and monitor effectiveness and impact on volumes of DV1 contacts Work with Essex Police to support the roll out of the Dynamic Risk Assessment Model being implemented by them.	Referrals to <i>Protect</i> system begin Review of impact is undertaken Regular reports on Dynamic Risk Assessment model tabled at Essex Domestic Abuse Strategy Meeting and Children's Sub Group. IRT/SCD report reduction in DV1 notifications and increase in number and timeliness of direct referrals of high risk cases	29/10/2010 01/02/11 Quarterly 31/03/2011	Jean Imray		Previous improvement plan (Mar '10)
8	Reduce numbers of Children in Need on open Caseload and improve quality of practice	Establish a project team to drive improved case management and review open cases with a view to closure where appropriate delivered at an area team level.	Project Team established Review of all open cases in Mid complete Review of all open cases in North complete	01/08/10 01/11/10 17/12/10	Jean Imray Jean Imray Jean Imray		Previous improvement plan (Mar '10)

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
			Review of all open cases in South complete	04/03/11	Jean Imray		
			Review of all open cases in West complete	08/04/11	Jean Imray		
			Review of all open CWD cases complete	31/07/11	Jean Imray		
9	Currently, not all children and young people who are in receipt of services are aware of how to make a complaint.	Improve children and young people's knowledge of how to make complaints	Posted complaints leaflet to all children and young people receiving a service from A&FS, CWD, Permanency and L&AC.	29/10/2010	Jean Imray		Advice - Ofsted – Safeguarding & CLA (Aug '10)
		Through the CPP and CLA statutory review processes, Child Protection Advisors and Independent Reviewing Officers to ensure children & young people are made aware of how to make a complaint and supported	Monitor and evidence complaint awareness through involvement work with CLA	Immediate and ongoing	Jean Imray		
		Ensure children looked after and others where are offered an independent advocate at their plan review if they do not already have one.	Monitor levels of CLA, children subject to a CP or CIN plan with Independent Advocate	Immediate and ongoing	Jean Imray		
			Evidenced through review minutes	Immediate and ongoing	Jean Imray		
		Through the Children in Care Council and other appropriate forums such as It's My Life, link children and young people to appropriate activities and forums where they can share views directly with Schools, Children & Families staff on the services they receive.	Children in Care Council established	Complete	Sheila Woodward		

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
10	Referring agencies are not routinely informed about the progress of Assessments.	Reinforce practice standards	Review of monthly audits to ensure practice standards are properly embedded.	17/12/2010	Jean Imray		Advice - Ofsted (Aug '10)
11	Develop a range of services operating at differing levels to meet identified needs in the most effective and efficient way possible.	Develop Commissioning Strategy for early intervention and preventative services, including partnership governance model	Outline business case for early intervention and preventative services complete, to include analysis of risk	31/10/2010	Wendi Ogle-Welbourn		Previous improvement plan (Mar '10)
			Outline project plan complete	31/10/2010	Wendi Ogle-Welbourn		
			Integrated 0 – 5 care pathway complete	14/09/2010	Wendi Ogle-Welbourn		
			Universal learning pathway complete	31/11/2010	Wendi Ogle-Welbourn		
			Integrated 0 – 19 care pathway complete	31/12/2010	Wendi Ogle-Welbourn		
			Local Children's Trust Board workshops held to review local need, evidence base, resource envelope and joint commissioning options	30/11/2010	Wendi Ogle-Welbourn		
			Integrated 0 – 5 care pathway service design complete	17/12/2010	Wendi Ogle-Welbourn		
			Specification for (re)commissioning of children's centre complete	31/01/2011	Wendi Ogle-Welbourn		
			Joint Commissioning Plans developed and agreed at Local Children's Trust Board (Local Children's	31/01/2011	Wendi Ogle-Welbourn		

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
			Commissioning and Delivery Board) level				Previous improvement plan (Mar '10)
			Final business case complete	31/03/2011	Wendi Ogle-Welbourn		
		Develop Placement Strategy (CLA Commissioning Strategy)	Presentation to the SCF Business Design Group - Impact analysis and appraisal – to be reflected in updated Category Plan	September 2010 ongoing	Wendi Ogle-Welbourn		
			Dialogue with Legal Services	Commence September 2010	Wendi Ogle-Welbourn		
			Dialogue with HR Services				
			Dialogue with Property and Asset services -				
			Impact analysis and action plan				
			Dialogue with Staff - Impact on staff TUPE, redundancies etc as part of HR Plan	Commence October 2010	Wendi Ogle-Welbourn		
			Issue formal OJEU notice	October 2010	Wendi Ogle-Welbourn		
			Project Initiation document approved by Business Design Group	November 2010	Wendi Ogle-Welbourn		
			Category Plan approved by Sponsor	November 2010	Wendi Ogle-Welbourn		
			Prepare and Issue Tender - release formal tender document	January 2011	Wendi Ogle-Welbourn		
			Updated Placement Strategy	October 2010 (update monthly)	Wendi Ogle-Welbourn		

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
			Agreed and updated Transition Strategy and Plan	February 2011 (update monthly)	Wendi Ogle-Welbourn		
			Agreed and updated Commissioning Strategy and Plan with partners	March 2011 (update quarterly)	Wendi Ogle		
			Tender review and Contract award – Formal Contracts with Specialist Foster Carer's suppliers and Supervised Contact suppliers	March 2011 to September 2011	Wendi Ogle-Welbourn		
			Formal contracts with Residential suppliers	September 2011	Wendi Ogle-Welbourn		
			Phased introduction for Residential Care	31/04/2012	Wendi Ogle-Welbourn		
			Project completion	31/04/2013	Wendi Ogle-Welbourn		
12	Too few children and young people placed outside the county have access to an independent visitor	Introduce new contract to provide adequate independent visitors.	New contractual arrangements commence	30/09/2010	Jean Imray		Advice - Ofsted – CLA (Aug '10)
			Contract monitoring review complete	31/01/2011	Jean Imray		
13	Effective multi- agency early intervention and prevention	Assess the effectiveness of MAAGs	Review of impact of MAAG pilots in Colchester and Basildon complete.	29/10/2010	Wendi Ogle-Welbourn		Previous improvement plan (Mar '10)
			Embed monthly and quarterly MAAG reporting within SCF, ESCB and revised partnership performance reporting frameworks, to include: <ul style="list-style-type: none"> Assessments using 	29/10/2010	Wendi Ogle-Welb		

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
			CAF <ul style="list-style-type: none"> ▪ Referral rates and sources ▪ Presenting issues ▪ Lead Professional allocation ▪ Outcome of MAAG intervention ▪ Analysis of needs (met via MAAGs and emerging gaps) ▪ Impact on national indicators (quarterly) 				

Measuring what counts

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
1	Establish and maintain robust systems for tracking the educational progress of looked after children and young people from their start points	Increase capacity within the virtual school (VS) to drive improved outcomes for Children Looked after	VS Business plan complete	31/07/10	Terry Reynolds	Complete	Recommendation: Ofsted – LAC (Aug '10)
			School Improvement Partner assigned to VS	31/07/10	Terry Reynolds	Complete	
			VS priorities reviewed on termly basis	Termly	Terry Reynolds		
			Management Information and Quality post established	01/01/11	Terry Reynolds		
			Substantive post for Virtual School Head in place	31/03/11	Terry Reynolds		
			Business requirements and procurement process complete	31/10/10	Terry Reynolds		
		Develop an ICT solution to enable improved educational tracking of our Children Looked After	System testing undertaken	Within 6 months: 31/12/10	Terry Reynolds		
			New database launched to track the educational outcomes of children looked after.	31/01/2011	Terry Reynolds		
			Monitoring and review systems in place	31/01/11	Terry Reynolds		
		Virtual School and School Improvement Advisors and School Improvement Partners to work in partnership to challenge Essex schools on Children Looked After who have been identified as not making expected progress, attainment or attendance	Year 5 and 10 SALTs collated and submitted	31/12/10	Terry Reynolds		
			Review of progress to identify children not on track to meet national levels of progress, attainment or attendance and agree actions	Termly	Terry Reynolds		

Creating Effective Partnerships

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
1	Essex Safeguarding Children Board and health partners to ensure Group 3 interagency and Level 3 health safeguarding training is commissioned and provided to meet need and accords with the guidance given in 'Working Together to Safeguard Children – 2010'	Children's Trusts will takeover the commissioning of Level 3 Multi-agency Training in 2011.	Decision made on proposal	Within 6 months: 23/02/2011	Sarah Jane Relf		Recommendation: Ofsted Safeguarding (Aug '10) CQC (Aug '10)
			Appropriate provision for training commissioned				
			Service in place and providing				
		ESCB to commission a trainer to develop Level 3 provision for sexual abuse from the autumn.	Trainer in post				
			Work plan established				
		ESCB to recruit a new training manager who should be in post by the end of the year. Designated Nurses to produce a suite of training packages specifically for health including GP's and the requirement for their level 3 training	Manager in post				
			Work plan established				
		For PCT's to specify requirements in service specifications and contracts for providers where required	Packages in place and communicated to all providers				
			Contracts and specifications in place				
		Implement a training strategy to address the need to access the harder to reach provider groups such as independent contractors	Training strategy in place and audit of activity in place				
2	Ensure the Essex Safeguarding Children Board monitors the	Develop and establish ESCB Scorecard	Specification agreed with ESCB Independent Chair	Within 6 months: 19/10/2010	Wendi Ogle-Welbourn		Recommendation: Ofsted Safeguarding

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
	safeguarding arrangements across the partnership so that significant and continued progress is made in delivering robust safeguarding services across Essex for children and young people.		Scorecard adapted for use at Local Board Level	19/10/2010	Wendi Ogle-Welbourn		(Aug '10)
			Scorecard agreed by ESCB	19/10/2010	Wendi Ogle-Welbourn		
3	Essex County Council to establish a children in care council to enable children and young people to have greater influence in the service planning and delivery of care services.	<p>Build on the existing forums to create a Children In Care Council through arrangements that reflect the views of young people about how they wish to influence and have their views heard.</p> <p>Finalise the Pledge for CLA and secure sign off from multi agency partners and the Council's Corporate Parenting Group.</p> <p>Monitor the effectiveness of the Pledge through the work of the Listening Ambassadors and Participation Officers.</p>	<p>The signed off Pledge will include commitment to the 'virtual' Children In Care Council model preferred by our CLA</p> <p>Evidence of the views of children and young people positively shaping the service development and delivery illustrated in the CLA Strategy.</p> <p>Evaluation tools will evidence the success of the implementation of the Pledge and CICC, which will be reporting directly to the Corporate Parenting Group on a quarterly basis.</p>	<p>Within 6 months:</p> <p>31/03/2011</p>	Wendi Ogle-Welbourn		Recommendation: Ofsted CLA (Aug '10)
				31/07/2010	Wendi Ogle-Welbourn		

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
			Young people meeting face to face with the CPG to feed back on actions and recommendations from CICC Event				
4	Partnership boards to implement and embed effective joint performance management and quality assurance systems. Children's Trust to ensure that joint agency arrangements demonstrate effective leadership in setting vision, ambitions and priorities for looked after children with clear performance expectations and robust monitoring of these	Review of joint working arrangements, including governance structures, performance monitoring, vision and priorities	Consultation with partners undertaken	Within 6 months: 01/11/2010	Wendi Ogle-Welbourn		Recommendation: Ofsted Safeguarding (Aug '10) Ofsted – CLA (Aug '10)
			Member engagement and agreement. Review completed	01/11/2010	Wendi Ogle-Welbourn		
			Develop joint working arrangements to deliver the Strategy and Plan	01/11/2010	Wendi Ogle-Welbourn		
5	Ensure all members of ESCB Executive Board are of an appropriate level.	Complete recommendations of Alan Simpson Review	Review of membership complete	17/12/2010	Paul Fallon		Alan Simpson Review of ESCB (Oct '09)
6	Essex Primary Care Trusts to provide clear and effective leadership for safeguarding of children and young	Phase 1 – high level principles paper to CEO's on Safeguarding Hub. Principles agreed/endorsed	Principle accepted by CEO's	Within 3 months : 23/11/2010	Sarah Jane Relf Corporate Director NHS Mid		Recommendation: Ofsted Safeguarding (Aug '10)

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	people through clearly defined and substantive designated and named nurse and doctor roles, building teams working across the health communities. Address the severe shortage of health visitors and school nurses.	Phase 2 - Mandate to produce full business case and fully costed and taken forward	Business case completed and endorsed	Within 3 months : 23/11/2010	Essex		CQC (Aug '10)
		Phase 3 – Implementation of service model	Safeguarding Hub in place and delivering Essex wide assurance	Within 3 months : 23/11/2010			
		Each PCT to establish interim arrangements to ensure local assurance		Within 3 months : 23/11/2010			
7	Essex PCTs to demonstrate a co-ordinated and strategic approach to involving service users in the planning and delivery of services targeted to children and young people, including those children and young people that are looked after	Integrate consultation and participation processes across the partnership	Processes integrated	Within 3 months: 23/11/2010	Sarah Jane Relf Wendi Ogle-Welbourn Director of Commissioning		CQC (Aug '10)
		Create body of evidence from current information available across the partnership to enable effective commissioning	Body of evidence in place and available				
		Develop a partnership approach to all consultation for C&YP	Partnership consultation plan in place				
8	Essex Primary Care Trusts to ensure appropriately trained individuals undertake health assessments and implement a robust monitoring system to ensure consistent good quality of assessments.	Establish annual audit cycle to retrospectively review a sample of LAC case note to establish quality of assessments	Audit report and action plan available to partnership	Immediate action required	Jenny Minihane		Recommendation: Ofsted CLA (Aug '10) CQC (Aug '10)
		Implement appropriate remedial actions based on issues identified in audit	Evidenced outcomes from audit action plan	Immediate action required	Jenny Minihane		
9	Establish Joint Child Health and Wellbeing Commissioning Unit		Governance Paper to NHS CEO's for sign up to reporting & accountability arrangements	30/10/2010	Stewart McArthur		Previous improvement plan (Mar '10)

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
			Shadow arrangements in place	30/11/2010	Wendi Ogle-Welbourn		
			Structure of JCU agreed	31/12/2010	Wendi Ogle-Welbourn		
			Budget profile for JCU agreed	31/12/2010	SMcA/ Wendi Ogle-Welbourn		
			Section 75 agreement in place for JCU budgets	31/3/2011	SMcA		
			Roll out of JCU complete	31/3/2011	Wendi Ogle-Welbourn SMcA		
			Contract and performance monitoring in place	31/3/2011	Wendi Ogle-Welbourn SMcA		
			Board reporting processes and timetable in place				
10	The Boards of Essex Primary Care Trusts to demonstrate that the partnership priorities agreed with the Children's Trust Board and the Essex Safeguarding Children Board are embedded and outcomes improve throughout the Essex health economy.	<p>Implementation of ESCB priorities identified via reviews of unaddressed actions from 2009 together with the outcomes of external consultant reports, national guidance and legislation.</p> <p>Delivery and implementation of CTB and ESCB priorities outlined within the ESCB Business Plan</p>	<p>Priorities implemented</p> <p>Business plan priorities delivered</p>	Within 6 months: 23/02/2011	<p>Sheila Bremner Lead CEO</p> <p>Stewart McArthur</p> <p>DCSF- Malcolm Newsam</p> <p>Wendi Ogle-Welbourn</p>		<p>Ofsted – Safeguarding (Aug '10)</p> <p>CQC (Aug '10)</p>

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		Alignment of CTB priorities with ESCB priorities because the Board will start to direct the priorities that are set	Priorities aligned		Paul Fallon		
		<p>ESCB to produce briefings following Board meetings and these will include reference to Board priorities. PCTs are required to:</p> <ul style="list-style-type: none"> Specify the management team to whom the briefings will be reported and; Identify a senior officer with responsibility for ensuring these actions 	<p>Briefings in place</p> <p>Reporting Mechanisms and Responsibilities in PCT's defined and communicated</p>				
		Establish formal communication processes between the ESCB and the frontline practitioner which helps to facilitate the embedding of LSCB and CTB priorities at every stage of the process	Process in place				
11	Essex Primary Care Trusts to ensure there is sufficient capacity within health visiting and school nursing services to provide universal and targeted services to safeguard children and young people in Essex, both currently and during/after the planned separation of provider	<p>Essex Wide Paper on benchmarking of HV and SN Capacity.</p> <p>Essex Wide Agreement on an equitable and acceptable position on skill mix and competency linked to need to determine workforce levels across Essex</p> <p>Develop rationale for our position statement on HV</p>	<p>Paper developed and shared with PCT's</p> <p>Agreement reached through PCT governance processes</p> <p>Rationale in place</p>	Within 6 months: 23/02/2011	Stewart McArthur Director Child Health & Wellbeing Joint Commissioning		<p>Ofsted – Safeguarding (Aug '10)</p> <p>CQC (Aug '10)</p>

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
	services	and SN workforce					
		Work with the SHA to ensure Health Visitors and School Nurses linked into Leadership Programme	Nominations and uptake of Programme fully subscribed				
		Work through the Integrated Workforce Implementation Essex Partnership group and ARU to develop the joint agency workforce	Joint Agency workforce plan in place				
		Implementation of the joint agency 0 – 19 pathway and integration of the children's workforce to deliver	Integrated workforce in place				
12	Essex Primary Care Trusts to review and address lack of capacity and consistency of practice across the county within the looked after children nurse service.	Healthy Care Plan for Looked After Children developed by Essex LAC Strategic Group to be reviewed	Review completed	Within 6 months: 23/02/2011	Jenny Minihane Director of Nursing NHS West Essex		Ofsted – LAC (Aug '10) CQC (Aug '10)
		From the review of the plan strategic group to develop actions and outcomes to address capacity and consistency	Action plan and outcomes in place				
			Delivery against plan evident through effective monitoring and audit through strategic LAC group				
13	To ensure that provision for examination and support for children and young people who may have been sexually assaulted is responsive and effective, with a sufficient complement of medical expertise	Establish forum to challenge current paediatric performance on the issue of sexual abuse	Forum convened and taken place	Within 6 months: 23/02/2011	Sheila Bremner CEO		Ofsted – Safeguarding (Aug '10) CQC (Aug '10)
		Specify the alignment of Paediatricians to this workstream as core business within service specifications and Job Descriptions and Person Specifications	Alignment agreed, specification, JD's and Person Specs in place		Stewart McArthur		

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
		Align paediatricians to the SARC for acute sexual assault, rape and abuse cases	Paediatricians aligned and providing the service				
		Establish on call arrangements with paediatricians across Essex for acute cases					
		Commission new SARC provision with preferred provider and establish the new pathways that have been developed.	New provider in place				
		Establish SARC Strategic Governance Board – with paediatric subgroup.	Board in place				
14	Essex PCTs to ensure that transition arrangements for children to adult services facilitate co-operation across teams to ensure that the services provided continue to be appropriate to the age and needs of the young person involved.	Develop joint agency partnership strategy and protocol encompassing the areas of – disability, LAC, Mental Health, LD, Complex Needs, CHC	Strategy completed and endorsed by the partnership	Within 6 months: 23/02/2011	DCSF Malcolm Newsam Wendi Ogle-Welbourn Stewart McArthur		CQC (Aug '10)
		Integrate best practice outlined in the strategy across the integrated workforce	Transition pathways in place across the workforce				

Becoming an employer of choice

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
1	Ensure that staffing levels are sufficient to ensure that social work caseloads are at a manageable level across and within different teams across the county while continuing to reduce the social worker vacancy rate to 10% by March 2011 including a reduction in the turnover rate	Roll out social worker resource model across A and FS	Agreed target reductions	30/09/2010	Jean Imray		Previous improvement plan (Mar '10)
			Stage one reductions delivered	31/03/2011	Jean Imray		
			Stage two reductions March 2012	31/01/2011	Jean Imray		
			Move to hub model	2012/3	Jean Imray		
		Increase permanent staffing in assessment teams	Reduce dependency on agency staff to 15%.	30/09/2011	Jean Imray		
		Roll out model for Permanency, Leaving & Aftercare and CWD	Initial models complete	29/10/2010	Jean Imray		
			New models signed off	17/12/2010	Jean Imray		
			New models implemented	28/02/2011	Jean Imray		
2	Recruiting high calibre front-line staff	Conduct workforce review to identify pinch points by 31 August 2010	Staffing review conducted	31/08/2010	Sam Rope		Recruitment and Retention Strategy
		New recruitment campaign for North East and Team Managers	Synarbor staff transitioned to WfE	30/10/2010			
		Develop new advertising creative	Working for Essex and TMP commissioned	To be deployed by 30/09/2010			
3	Delivering good quality training and development through the Essex Academy	Continue with and develop CWDC NQSW Support Project	CWDC NQSW Cohort 3 launched with 33 participants	31/11/2010	Sam Rope		Recruitment and Retention Strategy
		Encourage internal Staff Sponsorship	7 internal staff sponsored for 2010/2011 6 BA's and 1 MA	30/09/2010	Sam Rope		

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
		Form Strategic partnerships with HEI's in order to ensure ECC is promoted	Strategic partnerships with HEI's formed	31/10/2010	Sam Rope		
		Support Practise Placements	50 planned practise placements supported	30/09/2010	Sam Rope		
4	Providing high quality management and supervision	Management Development programme aligned to competency framework	Management development programme live	31/11/2010	Sam Rope		Recruitment and Retention Strategy
		Audit "my performance" outcomes against capability review	Audits complete	31/11/2010	Sam Rope		
		Review MD programme with HOS	HOS engaged and supplied with attendance data	31/11/2010	Sam Rope		
		Pilot new corporate management capabilities and combine social care capabilities into the tool, conduct as a self assessment tool to identify people management and practice gaps	Self assessment tool piloted	31/11/2010	Sam Rope		
		Set up development centre using new corporate management capabilities	Development centre established	31/11/2010	Sam Rope		
5	Engaging staff in our improvement journey	Development of Target Value Proposition for SCF	Papers on ECC Employer branding and the subsequent business TVPs have been presented	To be launched 2011	Sam Rope		Recruitment and Retention Strategy
		Ensure greater synergy between Internal and external Communications as well as recruitment messaging	Consistent messaging in place	31/10/2010	Sam Rope		
		Utilise internal staff to 'test'	Process for testing key	31/12/2010	Sam Rope		

No	Recommendation:	Action	Milestone	Timescale	Lead	Progress /RAG	Origin
		key messages	messages in place				
		Engage with new starters to 'test' their awareness of our key strategies	Implementation of 'health checks' at 1, 3, 6 and 9 months for all new starters	31/12/2010	Sam Rope		
		Implement service area action planning for 'your voice' survey	Service area action plans in place	31/12/2010	Sam Rope		
6	Competitive reward packages	Conduct full review of Terms and Conditions, including Relocation, Car Lease Scheme, Market Supplement.	Full review conducted and changes approved	31/10/2010	Sam Rope		Recruitment and Retention Strategy
		Conduct current staff salary audit comparing experience, qualifications and my performance data to identify employees who are underpaid	Staffing data compiled	31/10/2010	Sam Rope		
		Review management structure, combine roles of STM and TM removing post of STM	Options paper on TM/STM roles produced for DLT	31/10/2010	Sam Rope		
		Rationalise temp pay rates and move from hourly to daily rates	Temp pay rates agreed for the North East	31/10/2010	Sam Rope		
		Review hard to fill areas and agree alternative reward mechanisms	Accommodation agreed for North East Temp TM bonus identified for North East	31/11/2010	Sam Rope		