

<p><b>APPENDIX 2 - ACTION PLAN</b></p> <p>DRAFT VERSION 2</p>			
<p>This Acton Plan draws from a range of children’s services strategic action plans and brings together a range of activities identified as delivering the strategic intent of the Ealing Looked After Children and care leavers Strategy 2014.2017</p> <p>The overall aims of this plan are;</p> <ul style="list-style-type: none"> <li>• To ensure adherence to new legislation</li> <li>• To ensure practice is rooted in an evidence base</li> <li>• To ensure that delay in securing permanency and safety for children either within their own family or where necessary, an alternative family, is minimised</li> <li>• To maximise life chances for those children and young people who need to be Looked After</li> </ul> <p>The key themes are;</p> <ol style="list-style-type: none"> <li>1. LAC Prevention</li> <li>2. Securing permanence for Looked After Children</li> <li>3. Increasing stability and improving life chances for Looked After Children</li> </ol> <p>Action points drawn from:</p> <p><b>SDP – Safeguarding Development Plan</b></p> <p><b>LACSS – LAC Sufficiency Strategy</b></p>			

	LEAD	Timescale	Source/update
<b>Theme 1</b>			
<b>To prevent children on the threshold of care from entering the care system through effective early intervention and family support.</b>			
<ul style="list-style-type: none"> <li>Development of early intervention strategy</li> </ul>	DD	April 2014	CP - To Cabinet in March 2014
<ul style="list-style-type: none"> <li>Review and re-launch of Early Help assessment and Plan [EHAP], to replace the CFA. To be used by universal services</li> </ul>	CB with input from HA	March 2014	SDP - In progress
<ul style="list-style-type: none"> <li>Review effectiveness of Family Intervention Programme (FIP) including effectiveness of Helping Families Programme (HFP) as the model of delivery</li> </ul>	CB	2014	SDP -
<b>Theme 2</b>			
<b>To ensure that effective care planning and a range of quality provision is in place in terms of suitable placements and multi-agency support for those that do need to enter the care system</b>			
<ul style="list-style-type: none"> <li>Development of CIN protocol to include use of Strengthening Families Model for CIN Reviews, expectations regarding timescales, visits etc.</li> </ul>	RL & PH	June 2014	SDP -
<ul style="list-style-type: none"> <li>In house foster care, kinship care and adoption, to increase the number of local foster carers by 14 in 2013/14 and a further 14 in 2014/15</li> </ul>	mw	March 15	LACSS -

<ul style="list-style-type: none"> <li>To increase the range and quality of provision in the wider foster care market to maintain continuity and familial and social networks and education</li> </ul>	MW		LACSS -
<ul style="list-style-type: none"> <li>To improve the range and provision able to offer placements to vulnerable young people with complex needs that do not need to be placed outside of London</li> </ul>	MW		LACSS -
<ul style="list-style-type: none"> <li>To improve the range and quality of provision in Ealing for young mothers and their babies.</li> </ul>	MW		LACSS
<ul style="list-style-type: none"> <li>Increase the choice of low cost flexible 16 + semi-independent provision in the market</li> </ul>	MW		LACSS
<ul style="list-style-type: none"> <li>Improve the range and quality of Independent sector residential children's homes able to provide placement in West London and London as a whole.</li> </ul>	MW	Mar14	LACSS -
<b>Theme 3 To ensure that the care experience is safe and improves outcomes and life chances for the child and young person and that their care journey is a positive one.</b>			
<ul style="list-style-type: none"> <li>Development of CIN protocol to include use of Strengthening Families Model for CIN reviews, expectations re timescales and visits etc.</li> </ul>	RL/PH	May 14	SDP
<ul style="list-style-type: none"> <li>Missing Children's Group lead on development of more robust practice regarding missing children [ see separate action plan]</li> </ul>	RL	Ongoing	SDP
<ul style="list-style-type: none"> <li>CSE sub group to lead on development of more robust practice re sexual exploitation</li> </ul>	RL	Ongoing	SDP
<b>Theme 4 To ensure that the care experience raises aspirations and provides effective education, training and employment support for children through from early years to leaving care.</b>			
<ul style="list-style-type: none"> <li>Improve and develop the education performance data set to maximise opportunities to improve overall attainment</li> </ul>	BM	Mar 14	SDP

<ul style="list-style-type: none"> <li>Raise aspirations through access to high quality education programmes and experiences for LAC in and out of borough.</li> </ul>	BM	Ongoing	SDP
<ul style="list-style-type: none"> <li>Development of life story work skills in long term LAC team through provision of up to date and evidence based training.</li> </ul>	CY	Ongoing	SDP
<ul style="list-style-type: none"> <li>Ensure all LAC and CL have access to Personal advisors (PAs) to provide personalised education, employment and training support</li> </ul>	EC	Ongoing	SDP
<b>Theme 5 To ensure that effective health support is in place including specialist support for LAC children with a disability</b>			
<ul style="list-style-type: none"> <li>Work with relevant health professionals to ensure compliance with health assessment timescales</li> </ul>	CY	Ongoing	SDP
<ul style="list-style-type: none"> <li>?CWD</li> </ul>			
<ul style="list-style-type: none"> <li>?LAC psychologists</li> </ul>			
<b>Theme 6 To ensure that the care system reflects the diversity of the boroughs children and families population and addresses their religious, racial, cultural and other needs</b>			
<ul style="list-style-type: none"> <li>Undertake an EIA for all new service development proposals and for all changes in service development proposals</li> </ul>	DCS	Ongoing	NEW
<ul style="list-style-type: none"> <li>Commissioning Sufficiency strategy to ensure that diversity issues and service requirements are delivered via a range of appropriate commissioning services to reflect the changing LAC cohort.</li> </ul>	MW	Ongoing	LACSS
<ul style="list-style-type: none"> <li>Establish system for monitoring and management of waiting list in SAFE</li> </ul>	AF		In place

<b>Theme 7 Ensure that the voice of children and young people is heard on an individual basis to influence their care plan and on a strategic basis to support them keep them safe and be successful.</b>			
<ul style="list-style-type: none"> <li>To provide an effective complaints and representations service including the offer of advocacy support</li> </ul>	<b>MU</b>	<b>Ongoing</b>	<b>In place</b>
<ul style="list-style-type: none"> <li>To provide a feedback loop for learning from complaints and representations to influence service design and improvement</li> </ul>	<b>MU</b>	<b>Ongoing</b>	<b>In place</b>
<ul style="list-style-type: none"> <li>Undertake analysis of 2013/4 LAC and leaving care survey and develop an action plan to take forward learning to influence service design and improvement</li> </ul>	<b>MP</b>	<b>Jun 14</b>	<b>SDP</b>
<ul style="list-style-type: none"> <li>Include LAC and care leavers in recruitment processes as appropriate</li> </ul>	<b>FC</b>	<b>Ongoing</b>	<b>In place</b>
<b>Theme 8 Ensure that children and young people are supported to make an effective transition either to permanency, returning home, semi independence or independent living.</b>			
<ul style="list-style-type: none"> <li>Review processes of young people to Adult services with a view to timeliness and joint working</li> </ul>	<b>CY</b>	<b>Jan 14</b>	<b>SDP</b>
<ul style="list-style-type: none"> <li>?</li> </ul>			
<ul style="list-style-type: none"> <li>?</li> </ul>			
<b>Theme 9 To ensure that the service is delivered in line with National legislation, guidance and best practice</b>			
<ul style="list-style-type: none"> <li>Implementation of the new Working Together to Safeguard Children</li> </ul>	<b>FC</b>	<b>Mar 14</b>	<b>SDP</b>
<ul style="list-style-type: none"> <li>Implementation of the new London CP procedures</li> </ul>	<b>RL</b>	<b>Mar 14</b>	<b>SDP</b>

<b>Theme 10 To ensure that services are delivered a skilled, well trained supported workforce who place children and young peoples' safety, views and wellbeing at the heart of practice</b>			
<b>Development of evidence based practice</b>			
<ul style="list-style-type: none"> <li>Family Partnership training across SAFE and Social Care</li> </ul>	FC		SDP
<ul style="list-style-type: none"> <li>Review existing CS training to ensure it is informed by evidence</li> </ul>	JP	Mar 2014	SDP
<b>Employer Standards and Supervision frameworks</b>			
<ul style="list-style-type: none"> <li>Review and relaunch of Supervision framework, following completion of the family Partnership training, in order to better reflect the ethos of FP</li> </ul>	FC with PB	July 2014	SDP
<ul style="list-style-type: none"> <li>Analysis against Employers standards</li> </ul>	MP and PB	November 2013	In progress
<ul style="list-style-type: none"> <li>Plan regular group supervision/training events for managers following the FP training</li> </ul>	JP	Ongoing through 2013/14	Dates to be agreed
<b>Staff feedback</b>			
<ul style="list-style-type: none"> <li>Staff survey to be carried out</li> </ul>	JG	December 2014	SDP
<b>Career progression</b>			
<ul style="list-style-type: none"> <li>Review Senior Social Worker progression scheme</li> </ul>	FC	Dec 14	SDP
<ul style="list-style-type: none"> <li>Recruitment of NQSW project</li> </ul>	PH with JP	Apr 14	SDP

<ul style="list-style-type: none"> <li>Enhanced Recruitment programme</li> </ul>	MP with JB	Apr 14	SDP
<b>Theme 11 To ensure that the needs of LAC and care leavers are looked after across the authority, led by the Corporate Parent panel that listens and responds to the views of children and young people</b>			
<ul style="list-style-type: none"> <li>To develop a work programme for the Corporate Parent panel for 2014/15</li> </ul>	MP	Sep 14	New
<ul style="list-style-type: none"> <li>To ensure that opportunities for partnership working across the council and its strategic partners focus on the needs of LAC and care leavers and that where appropriate effective working protocols are established.</li> </ul>	MP	Sep 14	New

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CP – Corporate Parent panel

SDP – Safeguarding Development Plan

LACSS – LAC Sufficiency Strategy