

NORTH YORKSHIRE CHILDREN'S TRUST

Agenda Item Cover Sheet

TITLE OF PAPER: Post-Inspection Action Plan & Next Steps Improvement Plan

DATE OF MEETING: 20th September 2010

ORGANISATION/SUB GROUP: CYPS

RELATED CYPP IMPROVEMENT PRIORITY: 2.1 – Safeguarding Children

RELATED PERFORMANCE INDICATOR(S): -

MAIN RECOMMENDATIONS OF PAPER:

- That the Board notes the report.

IMPACT ON RESOURCES:

Recommendation	Resource Type	Cost	Benefit

AUTHOUR:

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NORTH YORKSHIRE COUNTY COUNCIL
CHILDREN AND YOUNG PEOPLE'S SERVICE
CORPORATE DIRECTOR'S MEETING WITH EXECUTIVE MEMBERS

17 September 2010

POST-INSPECTION ACTION PLAN AND NEXT STEPS IMPROVEMENT PLAN

1.0 PURPOSE OF THE REPORT

To update Executive Members on

- a) update on the implementation of the Post-Inspection Action Plan (Appendix A)
- b) development of an improvement plan which is intended to cover the period from the end of the Post Inspection Action Plan to the next planning cycle (Appendix B).

2.0 BACKGROUND

2.1 In September 2009 Ofsted carried out an inspection of safeguarding arrangements and services for looked after children in North Yorkshire. The inspection report was published by Ofsted on 23 October. North Yorkshire was rated as 'adequate' for safeguarding arrangements and as 'good' for services for looked after children.

2.2 The inspection report included eight recommendations which the Children and Young People Service and its partners are required to implement either immediately, within three months or within six months. These recommendations are:

Immediately

1. Produce an action plan from this inspection, to ensure service specific, detailed actions are incorporated relating to the areas for development and priority action arising from the unannounced inspection to enable monitoring by elected members, the Children's Trust and Local Safeguarding Children Board.
2. Utilise the combined resources and expertise of the council and its contractors to prioritise and address the difficulties associated with the Integrated Children's System (ICS).

Within Three Months

3. Undertake a full evaluation of current children's services actual spending to reconcile the need for increased safeguarding services against the current overspend and to ensure strong financial planning that sustains the service operation over the medium and long term.
4. Improve consistency in the quality and timeliness of assessments and child protection investigations.
5. Develop policy, procedure and practice to ensure effective arrangements are in place to support the transition to adult services for looked after children with learning difficulties and/or disabilities.
6. Improve the effectiveness of elected members in their role as corporate parents to support the improvement of outcomes for looked after children.

- 7. Develop a joint strategy between the county council and the PCT for the delivery of physical, general and mental health services for looked after children.

Within Six Months

- 8. Conduct further analysis of the increased number of children subject to a child protection plan for more than two years and the increased percentage of children subject to a child protection plan for a second time to inform future service planning and delivery.
- 2.3 At its November 2009 meeting the Children's Trust Board approved the Post-Inspection Action Plan which contains detailed actions to implement these eight recommendations. This action plan was subsequently submitted to the Department for Children, Schools and Families (DCSF) and Government Office for Yorkshire and the Humber.
 - 2.4 Appendix A to this report sets out the progress made against the implementation of the Post Inspection Action Plan. Appendix B sets out the proposed next steps to address the small number of actions of a more long term nature which have been included in the Stage 2 Improvement Plan thus ensuring that the improvement planning process is continuous.
 - 3.0 RECOMMENDATIONS
 - 3.1 That progress on the implementation of the Post-Inspection Action Plan be noted.
 - 3.2 That the Stage 2 Improvement Plan be approved.
 - 3.3 That the monitoring arrangements for the Stage 2 Plan be approved.

CYNTHIA WELBOURN
CORPORATE DIRECTOR – CHILDREN AND YOUNG PEOPLE’S SERVICE

Report written by Sue Barker, Interim Assistant Director, Children’s Social Care and David O’Brien, Performance and Outcomes Manager.

ConsultedExecutive Member

Date: 17 September 2010

ConsultedExecutive Member

Date: 17 September 2010

Action Agreed as above

.....Corporate Director

Date: 17 September 2010

POST-INSPECTION ACTION PLAN:**1.0 IMPLEMENTATION STATUS**

- 1.1 The Post-Inspection Action Plan contains 162 individual actions. In May 2010 the Children's Trust Board received a monitoring report which showed that the majority of these actions had been implemented successfully and that they were having a positive impact. A brief synopsis of the headline achievements, as described in the CYPP Review approved by the Board in July, is set out in Appendix 1.
- 1.2 By September 2010 the status of the 162 actions is as follows:
- 150 actions are 'green': these actions have been completed
 - 11 actions are 'amber': progress has been made but further work is required. The further work will be included in the next phase improvement plan.
 - 1 action is 'red': little or no progress has been made. This action will be included in the next phase improvement plan
- 1.3 Appendix 2 shows the twelve outstanding actions. The one red action concerns quarterly reporting by Independent Reviewing Officers on the quality of assessments. This action will be progressed in the next phase improvement plan as part of a wider review of quality assurance arrangements in children's social care. The remaining 'amber' actions will also be progressed in the next phase improvement plan.

2.0 NEXT STEPS

- 2.1 It is now considered appropriate to move on to develop a next phase improvement plan to drive the next stages of the post-inspection improvement work. Such a Plan would necessarily retain a number of the original priorities and outstanding actions. It would also incorporate priorities for additional improvement activities which have arisen from the work on the post-inspection plan, from national changes, or from other local performance monitoring.
- 2.2 There will be a further unannounced inspection of contact, referral and assessment arrangements at some point this year. A next phase improvement plan structured along similar lines to those used for the post-inspection plan would provide a vehicle into which recommendations from the next inspection could be incorporated quickly and clearly. Given the continuing importance of this area of responsibility, we would propose to maintain reporting on a next phase improvement plan on a regular basis to the Children's Trust Board, the County Council's Executive Members, and to the LSCB as appropriate.
- 2.3 If you would like more detailed information about the post-inspection action plans please contact David O'Brien, CYPS Performance and Outcomes Manager, david.f.o'brien@northyorks.gov.uk

Report prepared by David O'Brien, Performance and Outcomes Manager.

POST-INSPECTION ACTION PLAN: HEADLINE IMPROVEMENTS

In September 2009 an announced Ofsted inspection found that safeguarding arrangements in North Yorkshire are 'adequate' and that services for looked after children are 'good'. A Post-Inspection Action Plan was developed, incorporating actions emerging from the earlier unannounced inspection of contact, referral and assessment and the recommendations of the announced inspection. The impact of the Action Plan is outlined as follows:

ICT Infrastructure: a full review of ICT resilience as been completed and improvements implemented. The infrastructure which supports ICS has been prioritised, and evidence demonstrates that the speed and resilience of ICS have improved.

Integrated Children's System: The ICS and Performance Recovery Programme has had a demonstrable impact in reclaiming social work practice time by making ICS more effective and user-friendly. New business process maps have been developed for all social care processes and ICS has been reconfigured to align with these. Close links have been made with the requirements of the revised Working Together To Safeguard Children. New ICS practice guidance for social workers has been produced and a programme of ICS refresher training completed.

Timeliness of Assessments: A series of measures have been put in place which have delivered significant and sustained improvements in the timeliness of initial and core assessments. Timeliness data for the period November to March showed clear improvement compared to the first half of 2009/10.

			Impact of Post-Inspection Action Plan					
Timeliness	Q1	Q2	Nov 09	Dec 09	Jan 10	Feb 10	Mar 10	Nov to March
Initial Assessments (%)	46.9	47.8	62.3	63.9	77.7	75.2	72.0	69.8%
Core Assessments (%)	57.4	69.2	87.3	85.0	58.3	72.1	83.2	76.6%

Resources: budgets have been stabilised and an £2m additional has been allocated to children's social care. 21 new social worker posts have been created, boosting assessment and safeguarding capacity by one third. Most of these new posts have already been filled, and a new Head of Safeguarding post has also been recruited to.

Transitions: new policies and procedures, supported by an action plan and dataset, have been developed to improve the transition to adult services of looked after children with learning difficulties and disabilities.

Corporate Parenting: new arrangements have been put in place to strengthen the role of elected Members as corporate parents.

Looked After Children Health Strategy: a joint health strategy for looked after children has been developed. The MALAP will oversee delivery of this strategy.

Analysis of Child Protection Plan Issues: the LSCB has completed and disseminated audits of (i) children subject to a child protection plan for more than two years and (ii) children subject to a child protection plan for a second or subsequent time.

POST-INSPECTION ACTION PLAN: OUTSTANDING ACTIONS (SEPT 2010)

APPENDIX 2

Lead Body		Key Actions Summary (with end date)	Lead Officer	RAG Rating	Notes
1.1: ICT Infrastructure and Resilience			David Sadler		
1.1.5 Telephone Resilience					
NYCC	1.1.5.2	A total review of the telephone set up and resilience improvement plan is currently underway with Azzurri and Mtel. The results of which will, once (costs are) authorised be rolled out a cross the County during 2010 with a priority being given to the VIP	David Sadler	Amber	Corporate ICT to update on latest position. Completion of full telephone resilience work to be included in the new improvement plan
1.2 ICS Programme and Functionality			Alan Tucker		
1.2.1 Project Accountability and Decision Taking					
NYCC	1.2.1.13	identify off-setting efficiencies, including potential for rationalising accommodation (linked to flexible working) in order to concentrate support services for efficiency	AD CSC (AD SS)	Amber	Rationalising social care accommodation has been incorporated into the CYPS MTFS Savings and Transformation strategy
1.2.2 Capacity Building and Setting Standards					
NYCC	1.2.2.4	All Person Specifications for all roles within Children's Social Care to be revised to address appropriate level of IT confidence/ competence for ICS.	AD CSC	Amber	New Job Descriptions will include a statement regarding the required levels of ICT competence. HR advice is required in respect of adding new requirements to existing Job Descriptions
1.2.3 Improving and Maintaining Functionality					
NYCC	1.2.3.3	Service Level Agreement to clarify accountabilities:	Gary Cochrane/ Alan Tucker	Amber	Accountabilities in respect of Liquid Logic have been clarified. New management arrangements for CYPS ICT might require some form of SLA in respect of system support.
1.2.5 Other Users and Applications					
NYCC	1.2.5.1	Assess feasibility of multi-agency inputting onto the ICS (for example, school teachers for PEPs and LAC Nurses re Immunisations) to be explored.	Alan Tucker	Amber	Workshops are scheduled for exploring the integration of Impulse and Protocol in respect of PEPs.
1.3 Improvements in Timeliness of Assessments			AD CSC		
1.3.2 Action Planning - Service and Team Levels					
NYCC	1.3.2.4	Individual staff performance against assessment timescales to be discussed in staff supervision meetings.	AD CSC	Amber	Need to evidence whether this is happening. New improvement plan to include audit of supervisions

1.3.3 Streamlining and Focussing Assessment Practice and Management					
NYCC	1.3.3.5	Ensure protected time for Service Managers and Deputy Service Managers (DSM) on a weekly basis to ensure assessment sign off and tracking of team timescales on assessments.	AD CSC	Amber	Timescales for managerial authorisation have improved, but the introduction of systematic protected time for SMs and DSMs has not been fully implemented and might not be the most appropriate model of working
1.3.6 Quality Assurance					
NYCC	1.3.6.1	IRO Managers to report quarterly to Assistant Director (CSC) with report to quality of assessments checked.	AD CSC	Red	This will be progressed in the new improvement plan as part of a review of quality assurance arrangements
NYCC	1.3.6.3	Multi-agency or other independent evaluation of quality of streamlined assessments.	AD CSC / LSCB Manager	Amber	To be carried forward into improvement plan, as other audit work relating to contact, referral and assessment have taken priority
1.4 Workforce Capacity Building			AD CSC / Penny Yeadon		
NYCC	1.4.1	Reconfigure the two Harrogate A&S (East and West) Teams into one, and the three Scarborough Teams (Initial Assessment, North and South) into one to improve their ability to respond quickly and flexibly to new assessments.	General Managers (CSC)/ Penny Yeadon	Amber	Harrogate and Craven teams switched to two Service Managers covering across three teams. Scarborough made initial steps to balance workload across teams. Structures to be reviewed as part of review following commencement of new Assistant Director in October 2010
Recommendation 6			AD CSC		
NYCC PCT	6.1	Establish working links between Elected Members of NYCC and members of PCT Board.	Cynthia Welbourn	Amber	Members have adopted a 'wait and see' approach in respect of the future of health structures. Members will await the formalising of the new Health Watch Board and clarification of what their role will be in regard to health issues
Recommendation 8			AD CSC / Ann McMorris		
NYCC / LSCB	8.3	Review operational standards and procedures within IRO service including mechanisms for challenge and support for IROs. This review should focus on identifying any variations in local practices and application of threshold criteria for entry to and exit from the child protection system	AD CSC	Amber	LSCB audits have included some aspects of IRO work. This will be progressed in the new improvement plan as part of a wider review of quality assurance arrangements.

APPENDIX B**CHILDREN'S SOCIAL CARE IMPROVEMENT PLAN – STAGE 2****1.0 INTRODUCTION**

- 1.1 Following the unannounced Ofsted Inspection of Contact, Referral and Assessment and the announced Ofsted Inspection of Safeguarding in 2009 a Post Inspection Improvement Plan was drawn up.
- 1.2 This was a detailed plan that was actively and robustly monitored at the most senior level and most of the actions have been fully completed. A small number of actions, of a more long term nature, have been identified and included in this subsequent plan ensuring that plans for improvement are continuous.

2.0 PURPOSE OF THE IMPROVEMENT PLAN

This is a relatively short term plan intended to cover the period from the end of the post inspection plan to the next planning cycle. It will provide a 'bridging' plan until the development of the new three year Children and Young People's Plan due to be established next year. It provides high level planning and will have more detailed, underpinning plans relating to the different areas of work.

3.0 IMPROVEMENT PLAN

- 3.1 This improvement plan mainly focuses on consolidation of improvements already made or in progress and on drawing together a number of very good areas of work in Children's Social Care so that benefits are optimised. It focuses on developing a more coherent management framework including strategy, policy, procedure, performance, and financial management. We aim to have greater clarity of accountability, consistency of service delivery and compliance with policy and procedure in children's social care.
- 3.2 The plan is a strategic, overarching plan that provides a framework for the plans required to underpin its achievement. More detailed and targeted plans are being developed relating to individual areas of service to ensure speedy and robustly monitored progress on the identified issues.
- 3.3 Managers have started to address many of the areas in the Improvement Plan and recognise that it is a consolidation that will include areas of good practice and address gaps which will lead to a much needed overall framework for management and continuous improvement of children's social care.
- 3.4 The plan will be delivered within the agreed resources available to Children's Social Care, and will also assist Children's Social Care to deliver relevant savings plans within the Savings and Transformation Strategy approved for the Directorate.

4.0 MONITORING AND ACCOUNTABILITY

As with the Post Inspection Plan, it is proposed that the new plan should be monitored by a similar, cross Directorate officer group chaired (at least initially) by the Director. Regular monitoring reports will be provided to CYPS Leadership Team, Executive Members, the Children's Trust Board and LSCB Executive.

SUE BARKER
INTERIM ASSISTANT DIRECTOR, CHILDREN'S SOCIAL CARE

CSC Improvement Plan - September 2010

ISSUE	ACTION REQUIRED	LEAD	Outcomes	BY WHEN
<p>1. Continue the drive towards consistency of management and practice within an accountable management structure</p>	<p>1.1 Review management structure of CSC – ensuring most appropriate management structure to enable clear accountability (see also MTFS)</p>	<p>JH</p>	<p>A cost effective & accountable management structure</p>	<p>April 2011</p>
	<p>1.2 Draw together policies and practice guidance etc into a cohesive framework of strategy, policy and procedure</p>	<p>JD</p>	<p>Focus on quality of work in core business(including ensuring that all referrals and cases are allocated & work prioritised)</p>	<p>January 2011</p>
	<p>1.3 Develop a system for ensuring national changes and developments are considered and appropriately integrated</p>	<p>JD</p>	<p>Policy and procedure kept up to date</p>	<p>October 2011</p>
	<p>1.4 Evaluate current pilots and individual ways of working in geographical areas and develop greater consistency of service delivery</p>	<p>JN</p>	<p>Consistent service delivery</p>	<p>January 2011</p>
	<p>1.5 Plan implementation of evaluated & agreed ways of working & plan exit from others</p>	<p>JN</p>	<p>As above</p>	<p>As above</p>
	<p>1.6 Embed, & establish a systematic review, of business process maps and practice guidance</p>	<p>AT</p>	<p>As above</p>	<p>November 2010</p>
	<p>1.7 Embed Working Together action</p>	<p>JN</p>	<p>Ensure practice reflects national policy & guidance</p>	<p>Dec 2010</p>
	<p>1.8 Establish a process of reflective practice and supervision</p>	<p>JN</p>	<p>Integration of good working practices</p>	<p>Dec 2010</p>
	<p>1.9 Establish a system that ensures recommendations from SCRs, inspections, audits etc are routinely complied with</p>	<p>GMs</p>	<p>Consistent service delivery</p>	<p>October 2010</p>

ISSUE	ACTION REQUIRED	LEAD	Outcomes	BY WHEN
	1.10 Ensure compliance with PIs & targets in particular the timeliness & quality of assessments, child protection enquiries, LAC & CP reviews etc	Operational GMs	Consistent service delivery & safe working practices	October 2010
	1.11 Establish a system of audit & regular reporting to the AD by the IRO service as part of their QA role	JD	Robust informed challenge to ensure good working practices	Nov 2010
	1.12 Develop systems to ensure that children's needs are fully assessed prior to becoming LAC	JN	Integrate good working practices	Dec 2010
	1.13 Develop systems to ensure that resources are accessible and used effectively to support young people at home	JN	Appropriate support to children & young people	Dec 2010
	1.14 Implement a pro-active resource management panel to screen prior to children becoming Looked After	SB/JH	Effective gatekeeping & consistency of service	Nov 2010
	1.15 Develop a commissioning strategy and a placement strategy to pro-actively provide cost effective placements to meet need	JD	Planned management of the market	April 2011
	1.16 Develop a system to identify appropriate placements to meet the assessed needs of children & young people who need to be looked after	AS	Pro-active management of availability of placements	March 2011
	1.17 Identify information available from other local authorities re. good practice eg Lincolnshire (Outstanding Ofsted inspection) in improving practice & management	JD	Assisting in planning for success	Dec 2010
	1.18 Develop a process for integrated		Moving towards providing	April 2011

ISSUE	ACTION REQUIRED	LEAD	Outcomes	BY WHEN
	<p>assessments for looked after children & children with disabilities – initially education & social care</p> <p>1.19 Review progress of Aiming High & link with LDD strategy as it develops</p> <p>1.20 Review EDT to ensure a safe & reliable service</p> <p>1.21 Review interface between CSC & LSCB</p>	<p>JN</p> <p>KP</p> <p>JN</p> <p>SB/JH</p>	<p>families with single assessment processes</p> <p>Assist in planning for LDD service</p> <p>Consistent service delivery and safe working practices</p> <p>Ensure appropriate arrangements in place</p>	<p>Nov 2010</p> <p>Dec 2010</p> <p>Nov 2010</p> <p>Dec 2010</p>
<p>2. Re-establish & further develop a performance management culture</p>	<p>Develop a performance management framework:</p> <p>Draw together existing work and establish an overall framework of managing performance and quality assurance:</p> <ul style="list-style-type: none"> • Complete and embed the performance model planning cycle (SAPs & TAPs linked with this & future CSC plan as part of C&YP Planning. • Link performance management with SMT on monthly basis – combining data & explanatory narrative • Instigate systematic policy & procedure review with identified leads 	<p>SB/JH, JN, DO'B</p> <p>AT/ GMs</p> <p>DO'B & GMs</p> <p>JD</p>	<p>The provision of cost effective, efficient services that meet the needs of children and families within the framework of regulation and guidance.</p> <p>Managers pro-actively manage continuous improvement based on accurate and timely information</p>	<p>Dec 2010</p>

ISSUE	ACTION REQUIRED	LEAD	Outcomes	BY WHEN
	<ul style="list-style-type: none"> • Instigate systematic audit of practice against agreed standards • Instigate systematic audit of supervision against agreed standards appropriate to level of experience • Ensure reliable data is provided to managers at all levels to enable interrogation and systematic improvement • Ensure that managers address poor performance in timeliness of assessments & focus on achieving targeted outcomes 	<p>JD</p> <p>JD</p> <p>DO'B/ GMs</p> <p>JN & GMs</p>		
3. Embed accountable financial management	<p>3.1 Instigate financial management board meetings as part of SMT</p> <p>3.2 Implement processes that ensure pro-active management within budget</p> <p>3.3 Identify and ensure clear functional accountability and management of staffing budgets</p> <p>3.4 Review & revise budget headings to enable better/more accountable management</p>	<p>SB/JH & AH</p> <p>GMs</p> <p>SB/JH & AH</p> <p>SB/JH & AH</p>	<p>Pro-active oversight of the management of the budget</p> <p>Pro-active management of the budget</p> <p>Pro-active management of the budget</p> <p>Clear management accountabilities</p>	<p>Oct 2010</p> <p>Nov 2010</p> <p>Oct 2010</p> <p>Oct 2010</p>

ISSUE	ACTION REQUIRED	LEAD	Outcomes	BY WHEN
<p>4. Delivery of MTFS change programme</p>	<p>4.1 Transformation of delivery of CSC (including considering different ways of working on individual cases eg. Hackney model) MTFS Project 2</p> <p>4.2 Review of premises & consideration of co-location - MTFS Project 2</p> <p>4.3 Continue work on placement commissioning and budget management (see also objective 1) – MTFS Project 8</p> <p>4.4 Working jointly across CYPLT in developing and implementing the LDD strategy – MTFS Project 17</p>	<p>JH</p> <p>CB, SB/JH</p> <p>SB/JH,</p> <p>SB/JH, KP</p>	<p>Optimal resource management</p> <p>Optimal resource management</p> <p>Improved management of placement costs</p> <p>Integrated services for children & families</p>	<p>April 2011</p> <p>Jan 2011</p> <p>Nov 2010</p> <p>April 2011</p>
<p>5. Embedding clarity of levels of need</p>	<p>5.1 Clarify internally the level of need for access to CSC services</p> <p>5.2 Continue to work jointly with IS to keep a flexible boundary that ensures accessibility of appropriate services</p> <p>5.3 Continue to work jointly with other section of CYPS to ensure appropriate access to services</p> <p>5.4 Work with health, police and other partners to ensure clarity of service access especially as partners structures change</p>	<p>JN</p> <p>JN, MM,AC</p> <p>JN,MM,AC</p> <p>SB/JH</p>	<p>Clear pathways & access to appropriate service levels</p> <p>Clear pathways & access to appropriate service levels</p> <p>Clear pathways & access to appropriate services</p> <p>Access to appropriate services understood by partners</p>	<p>Oct 2010</p> <p>Dec 2010</p> <p>Dec 2010</p> <p>Feb 2011</p>
<p>6. Ensure full ICS recovery & continue</p>	<p>6.1 Complete improvement to functionality</p>	<p>AT</p>	<p>Recovery plans completed, plans moved to continuing</p>	<p>April 2010</p>

ISSUE	ACTION REQUIRED	LEAD	Outcomes	BY WHEN
implementation to achieve optimum benefit	<p>6.2 Maintain timely upgrades</p> <p>6.3 Embed use in frontline practice – matching improvements in practice and performance management</p> <p>6.4 Ensuring appropriate training plans for existing and new staff</p> <p>6.5 Ensuring accuracy of data</p> <p>6.6 Run case amnesty² and stand down parallel spreadsheets</p> <p>6.7 Optimising use of management information</p> <p>6.9 Ensuring resilience of system</p> <p>6.9 Ensuring compliance with timescales and the system</p> <p>6.10 Embedding quality social work within the electronic system</p> <p>6.11 Implement use of data to interrogate quality at all levels of management</p> <p>6.12 Implement Adoption Module when agreed by Director</p> <p>6.13 Implement Short Breaks functionality when agreed by Director</p>	<p>RI</p> <p>AT, JN</p> <p>AT</p> <p>DO'B</p> <p>AT</p> <p>JN</p> <p>AT</p> <p>JN</p> <p>JN</p> <p>AT</p> <p>AT</p> <p>AT</p>	<p>development and maintenance with the electronic system functioning well & assisting in consistency of good working practices</p>	
7. Ensure workforce development plans	7.1 Draw together work already in progress and Implement a social worker and management	JN, PY	Pro-active management of social worker workforce to	Jan 2011

ISSUE	ACTION REQUIRED	LEAD	Outcomes	BY WHEN
are appropriate and implemented effectively	recruitment and retention strategy		ensure optimum capacity in the short, medium and longer term	
	7.2 Ensure vacancies are promptly recruited to & minimise need for agency staff or to prevent decline in service	JN, PY	As above	Continuous
	7.3 Develop a formal process for transfer/secondment arrangements for staff	MS & JN	An agreed policy as part of retention arrangements	Dec 2010
	7.4 Review family support worker roles to ensure appropriate fit to support social worker roles and achieve optimum value	JN	An appropriate fit to support social worker roles, achieve optimum value & cover current gaps in services	Dec 2010
	7.5 Ensure training plans are linked to the improvement plan and provide appropriate skill development at all levels to optimise retention of experienced staff	JD & JN	Training matches service need & staff development needs	Jan 2011
	7.6 Ensure training is able to respond to need and function well within a centralised system	JD	No loss of focus and effectiveness	→ April 2011
	7.7 Ensure analysis and professional decision making as part of assessment is a priority in the training plan	JD	Identified urgent priority responded to	Oct 2010
	7.8 Ensure that reflective practice & supervision are training priorities	JD	As above	Oct 2010
	7.9 Ensure that training in financial management is planned for all budget holders	SB/JH AH	Better accountability for budget management	Oct 2010