

EAST AYRSHIRE COUNCIL

CABINET – 1 OCTOBER 2008

(i) EAST AYRSHIRE CHILD PROTECTION BUSINESS PLAN REVIEW 2007-08

(ii) EAST AYRSHIRE CHILD PROTECTION BUSINESS PLAN 2008-11

(iii) STATISTICAL AND DEMOGRAPHIC DATA AND ANALYSIS

Report by the Executive Director of Educational and Social Services

1. PURPOSE OF REPORT

1.1 The purpose of this report is to provide Cabinet with the;

- (i) 2007/08 Review of the Annual Business Plan;
- (ii) East Ayrshire Child Protection Business Plan 2008/11;
- (iii) Statistical and Demographic Data and Analysis;

and to approve recommendations accordingly.

2. BACKGROUND

2.1 A report was presented to Cabinet on 2 July 2008 which sought approval for aligning the pending 2008/11 Children and Young Person's Services Plan with the 2008/11 Child Protection Business Plan.

The Plans have been subject to a report to the Child Protection Committee on 4 September 2008 and the Child Protection Chief Officers Group of 8 September 2008.

3. PROGRESS IN RESPECT OF THE EAST AYRSHIRE CHILD PROTECTION PLAN 2007-08

3.1 Excellent progress has been made against all key priorities in relation to the Child Protection Business Plan 2007-08. Out of the 41 actions 22 have been completed or partially completed and 16 are ongoing. Three will carry forward to next year. Some of the ongoing activities reflect the need for some aspects of the Business Plan to be monitored and implemented over the longer term.

4. EAST AYRSHIRE CHILD PROTECTION COMMITTEE BUSINESS PLAN 2008-11

4.1 The Child Protection Business Plan sets out how the Child Protection Committee is addressing the key actions arising from the HMIE inspection of services to protect children and young people.

4.2 The Plan is set against a backdrop of an increasing number of children and young people on the Child Protection Register. The figure as at September 2008 is 85. There has been a significant rise in the number of pre birth alerts, which is currently at 41. A large proportion of cases are linked to substance misuse within the family.

4.3 The new Business Plan for the first time is set out over a three year period to run concurrently with the Children and Young Person's Service Plan and the East Ayrshire Domestic Abuse Action Plan. This will enable the Child Protection Committee to better integrate its work within the context of both universal and targeted provision. It is also recognised that some of the key priorities for the Child Protection Committee can only be addressed over a number of years.

4.4 The 2008/11 Business Plan is appended to this report. A copy of the 2007/08 Review and statistical analysis is available at the Members Information Point and on the Child Protection website at www.east-ayrshire.gov.uk/childprotection.

5. FINANCIAL IMPLICATIONS

5.1 Financial implications arising from specific actions in the Business Plan will be brought to Cabinet for its attention, as appropriate. Financial pressure in respect of child protection activity is brought to Cabinets attention through the Executive Head of Finance and Asset Management's regular report.

6. PERSONNEL IMPLICATIONS

6.1 Nil

7. RISK MANAGEMENT

7.1 The Child Protection Committee is accountable to the Chief Officers Group in respect of ensuring the protection of children is well planned, delivered and monitored.

7.2 The implications of this report will be considered within the arrangements for managing the corporate and departmental risk registers and risk management arrangements.

8. COMMUNITY PLANNING IMPLICATIONS

8.1 The protection of children and young people is a key priority in the improving Community Safety theme of the Community Plan.

9. RECOMMENDATIONS

9.1 Members are therefore asked to:-

- (i) Endorse the 2007-08 review of the Child Protection Committee Business Plan;
- (ii) Endorse the 2008-11 Business Plan subject to approval by Chief Officers;
- (iii) Agree the implications of this business plan be considered within established risk management arrangements; and
- (iv) otherwise note the contents of this report.

Graham Short
Executive Director of Educational and Social Services
25 September 2008

LIST OF BACKGROUND PAPERS

Report to the Child Protection Committee – 4 September 2008
Report to the Child Protection Chief Officers Group – 8 September 2008

Members requiring further information should contact Graham Short, Executive Director of Educational and Social Services, Tel: (01563) 576017.

IMPLEMENTATION OFFICER

Kay Gilmour, Acting Executive Head of Social Work



East Ayrshire Council Area

Protecting Children and Young People

Business Plan 2008/2011

Companion Document 3 of 3

Action Plan

Introduction

This Companion Document is the third in the series of inter related documents underpinning the Business Planning Process of the East Ayrshire Child Protection Committee.

Companion documents 1 and 2 reflect on the work carried out on the Broad View Self-evaluation and the excellent progress achieved in the implementation of our 2007/08 Business Plan. This Business Action Plan for 2008/11 looks forward to the priorities and actions which we will focus on over the coming three years, carrying forward in full the actions arrived at through the self-evaluation and external evaluation by HMIE

These actions cover a wide range of activity which the Child Protection Committee is involved in and are all intended to further strengthen arrangements to protect and nurture children and young people.

Key to the approach is that we understand the implications of future actions. Progress against these actions will be closely monitored and achievements against them reported in the 2009/11 business planning process.

For the first time, the Child Protection Business planning cycle is aligned with the Children and Young People's Business planning cycle.

The Action Plan comprises of two parts.

Part A sets out the full range of actions in relation to the Business Plan and specifically incorporates the multi agency main points for action arising from the Child Protection Inspection report published in January 2008. These points are highlighted in bold and italics.

Part B incorporates the specific main points for action, arising from the Child Protection Committee. These action points will be reviewed at the end of 2008/09 with a view to fully integrating into Part A of the Business Plan .

PART A

LISTENING TO CHILDREN AND YOUNG PEOPLE AND OTHER MEMBERS OF THE COMMUNITY				
What do we want to achieve?	How will we do it?	By when?	Resources needed	How will we know we have done it?
Further develop means of engagement with young people in seeking their views and assessing the impact of these.	Undertake a broad survey to ascertain the level of child protection awareness.	March 2009	Funding for printing and distribution Staff time	Survey complete Analysis of returns to inform future promotional materials.
	Representation from the public information group will be supporting the development of East Ayrshire Young People Representation Forum	Ongoing throughout 2008/09	Staff time	Evidence of support in the minutes of meetings Views of young people reflected in practice/service development.

LISTENING TO CHILDREN AND YOUNG PEOPLE AND OTHER MEMBERS OF THE COMMUNITY	
Quality Indicators	Framework Standards
1. How effective is the help children and young people get when they need it? 1.1 Children and young people are listened to, understood and respected	Standard 3: Professionals ensure children are listened to and respected
4. How good is operational management in protecting children and young people and meeting their needs? 4.4 Participation of children, young people, families and other relevant people in policy development	Standard 7: Agencies work in partnership with members of the community to protect children

PUBLIC INFORMATION

What do we want to achieve?	How will we do it	By when	Resources needed	How will we know we have done it?
Improve the response to the reporting of concerns about a child by the public and professionals	Child Protection information to be included in the Environmental Awareness Booklet and plasma screens in Schools	March 2009	Funding for DVD	CP information displayed on screens in schools. Distribute Environmental Awareness Booklet to all households
	Public information to be distributed to local shops/businesses	March 2009		Information from referrals indicates that the general public are fully aware of how to report any concerns
Continue to increase children and young people's awareness on how to protect themselves	Purchase and distribute promotional materials and distribute at appropriate events.	Ongoing 2008 - 11	Funding materials for	Production of materials Widespread distribution of materials
	CPC logo and telephone numbers in school homework diaries;	2009-11	Funding materials for	Diaries with information distributed to all children
	Child protection information to be incorporated in Danger Detective	Aug / Sept 2008	Staff time	Event evaluations
	Use Young Scot packs to promote awareness (local pages).	Sept 2009	Staff time	Approx 3, 600 packs will be distributed

PUBLIC INFORMATION - QUALITY INDICATORS AND FRAMEWORK STANDARDS MET

Quality Indicators	Framework Standards
2. How effectively do agencies and the community work together to keep children and young people safe? 2.1 Public awareness of the safety and protection of children and young people	Standard 7 Agencies work in partnership with members of the community to protect children
4. How good is operational management and protecting children and young people and meeting their needs? 4.3 Participation of children and young people, families and other relevant people in policy development	Standard 6 Professionals are competent and confident

POLICIES, PROCEDURES AND PROTOCOLS

What do we want to achieve?	How will we do it	By when	Resources needed	How will we know we have done it?
Ensure the timely development and initial implementation of the updated West of Scotland Interagency Child Protection Procedures.	Consultation and feedback through the CPC membership on Procedure Advisory Group and the CPC Chairs Meeting.	Commence implementation Autumn 2008	Funding paid	Procedures available Implementation programme in place
Further development, consultation and involvement of children and young people in policy development.	Roll out the “Continuous Opportunity for Gathering and Sharing” model securing children’s views.	Beginning January 2009	Staff time	Widespread use of the model Evidence of consultation taking place and impact on commissioning strategy Evidence of children’s views informing the Children’s Service Plan.
Across services ensure there is a robust process for updating policies and procedures and evaluating their impact	Review of documents commissioned by CPC to provide 3 year update of the west of Scotland inter-agency Child Protection procedures Agencies will be requested to provide assurance procedures are updated.	ongoing Oct 2008	£3500 Nil	Up to date procedures Statement from agencies.

Provide children and families with the help they need.	Support, as appropriate, the implementation of the Parenting Support Strategy which is currently in development.	2009-11 (Dependant upon the specific actions remitted to the sub groups of the CPC)	Staff time	The Parenting Support Strategy will be implemented.
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POLICIES, PROCEDURES AND PROTOCOLS - QUALITY INDICATORS AND FRAMEWORK STANDARDS MET

Quality Indicators	Framework standards
4 How good is operational management and protecting children and young people and meeting their needs? 4.1 Polices and Procedures	Standard 6 Professionals are competent and confident

POLICIES, PROCEDURES AND PROTOCOLS - QUALITY INDICATORS AND FRAMEWORK STANDARDS MET

5 How good is individual and collective strategic leadership?

5.1 Values, vision and aims

5.2 Leadership and direction

5.3 Leadership of people and partnerships

5.4 Leadership of change and improvement

Standard 8 Agencies, individually and collectively demonstrate leadership and accountability for their work and effectiveness

MANAGEMENT INFORMATION

What do we want to achieve?	How will we do it	By when	Resources needed	How will we know we have done it?
<i>The CPC has an overview of trends</i>	<i>Lead Officer Child Protection and the</i>	<i>Ongoing</i>	<i>Staff time</i>	<i>A comprehensive report of single & interagency activity will be prepared and</i>

<i>and issues affecting the vulnerability & need for protection in children to inform the planning of services</i>	<i>Independent Review officer to provide CPC with reports on CP activity and highlight trends to inform service planning.</i>			<i>presented to the COG & CPC, on a bi-annual basis: Sept and March</i>
	<i>Health, Education, Early Years, Police & SCRA to provide CPC with reports on activity in affecting the needs of vulnerable children</i>	<i>Dec onwards</i>	<i>2008</i>	

MANAGEMENT INFORMATION - QUALITY INDICATORS AND STANDARDS MET

Quality Indicators	Framework standards
4 How good is operation management in protecting children and young people and meeting their needs? 4.1 Polices and Procedures 4.2 Operational planning	Standard 6 Professionals are competent and confident
5 How good is individual and collective strategic leadership? 5.1 Values, vision and aims 5.2 Leadership and direction 5.3 Leadership of people and partnerships 5.4 Leadership of change and improvement	Standard 8 Agencies, individually and collectively demonstrate leadership and accountability for their work and effectiveness

QUALITY ASSURANCE				
What do we want to achieve	How are we going to do it?	When will we do it by?	Resources Required	How will we know we have done it?
Address the areas for improvement identified in HMIE Inspection Report	Develop an action plan linked to CPC Business plan	Sept. 2008	Staff time	CPC Action Plan in response to Inspection Report (appendix i)
Ensure the implementation of actions in respect of Significant Incident Reviews (SIRs) undertaken on behalf of the CPC	Monitor the implementation of the recommendations from SIRs	Ongoing	Staff time	Action plans demonstrating achievements
CPC has implemented a robust and systematic process of self-evaluation	Develop a varied methodology for self evaluation	Dec 2008	Staff time	Methodology available to be implemented
Analyse and Develop action plans in relation to National Enquiry Reports and HMIE Inspection Reports	Provide good practice and action plans for improvement for the child protection committee.	Ongoing	Staff time	Reports following the publication of National Enquiry Reports Learning from enquiries and inspections incorporated into practice

QUALITY ASSURANCE – QUALITY INDICATORS AND FRAMEWORK STANDARDS MET	
Quality Indicators	Framework standards
4 How good is operational management and protecting children and young people and meeting their needs? 4.1 Polices and Procedures	Standard 6 Professionals are competent and confident

QUALITY ASSURANCE – QUALITY INDICATORS AND FRAMEWORK STANDARDS MET

5 How good is individual and collective strategic leadership?

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5.2 Leadership and direction

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5.4 Leadership of change and improvement

Standard 8 Agencies, individually and collectively demonstrate leadership and accountability for their work and effectiveness

PROMOTION OF GOOD PRACTICE

What do we want to achieve	How are we going to do it?	When will we do it by?	Resources Required	How will we know we have done it?
Involve and consult with practitioners in the work of the CPC	4 practitioner forum events per year	September 2008 onwards	Practitioners Time	Practitioners are conversant with the work of the Child Protection Committee Forums taken place Evaluation reports from forums

PROMOTION OF GOOD PRACTICE - QUALITY INDICATORS AND FRAMEWORK STANDARDS MET

Quality Indicators	Framework standards
<p>4 How good is operational management and protecting children and young people and meeting their needs?</p> <p>4.1 Policies and Procedures</p>	Standard 6 Professionals are competent and confident
<p>5 How good is individual and collective strategic leadership?</p> <p>5.1 Values, vision and aims</p> <p>5.2 Leadership and direction</p> <p>5.3 Leadership of people and partnerships</p> <p>5.4 Leadership of change and improvement</p>	Standard 8 Agencies, individually and collectively demonstrate leadership and accountability for their work and effectiveness

TRAINING & STAFF DEVELOPMENT

What do we want to achieve	How are we going to do it?	When will we do it by?	Resources Required	How will we know we have done it?
<i>Ensure the impact on of training on practice is evaluated.</i>	<i>Develop and implement a systematic methodology for evaluating the impact of training on practice in protecting children.</i>	<i>Ongoing</i>	<i>Staff time</i>	<i>Methodology available for use Reports on impact</i>
<i>All practitioners with a role in protecting children will receive appropriate support and/or case supervision</i>	<i>Operational managers from SW, Health, Education and Early Years to provide assurance that all staff have access to and take up support and/or case supervision</i>	<i>Ongoing</i>	<i>Staff time</i>	<i>Evidence from operational managers provided annually to CPC</i>
Provide opportunities to improve practitioners skills in assessing needs and risks	Implement programme of training: IAF Risk Assessment and Risk Management	Continuous process	Training Budget	All relevant practitioners have received training
<i>Provide opportunities to improve common understanding and levels of risk & needs (thresholds)</i>	<i>Develop and implement a strategy to facilitate practitioners understanding thresholds.</i>	<i>August onwards 2008</i>	<i>Staff time</i>	<i>Development opportunities available for staff</i>

TRAINING & STAFF DEVELOPMENT - QUALITY INDICATORS AND FRAMEWORK STANDARDS MET

Quality Indicators	Framework standards
4 How good is operational management and protecting children and young people and meeting their needs? 4.4 Recruitment and retention of staff 4.5 Development of staff	Standard 6 Professionals are competent and confident
5 How good is individual and collective strategic leadership? 5.1 Values, vision and aims 5.2 Leadership and direction 5.3 Leadership of people and partnerships 5.4 Leadership of change and improvement	Standard 8 Agencies, individually and collectively demonstrate leadership and accountability for their work and effectiveness

COMMUNICATION & CO-OPERATION

What do we want to achieve	How are we going to do it?	When will we do it by?	Resources Required	How will we know we have done it?
Professionals working to protect a child have up-to-date information on multi-agency discussions & decisions which have taken place at case meetings.	The timely distribution of minutes of case meetings Local management action	Ongoing	Staff time	Report to CPC on the time taken to distribute minutes from case meetings.
<i>Improve interagency communication and decision making in response to concerns about children</i>	<i>Establish interagency forum to discuss referrals.</i>	<i>June 2008</i>	<i>Staff Time</i>	<i>Forum established & achieving function</i>

COMMUNICATION & CO-OPERATION - QUALITY INDICATORS AND STANDARDS MET

Quality Indicators	Framework standards
<p>2. How effectively do agencies and the community work together to keep children and young people safe?</p> <p>2.1 Public awareness of the safety and protection of children and young people</p>	<p>Standard 7 Agencies work in partnership with members of the community to protect children</p>
<p>3. How good is the delivery of key processes?</p> <p>3.1 Involving children, young people and their families in key processes</p> <p>3.2 Information sharing and recording</p> <p>3.3 Recognising and assessing risks and needs</p> <p>3.4 Effectiveness to planning to meet needs</p>	<p>Standard 4 Agencies and professionals share information about children where this is necessary to protect them</p> <p>Standard 5 Agencies and professionals work together to assess needs and risks and develop effective plans</p>

COMMUNICATION & CO-OPERATION - QUALITY INDICATORS AND STANDARDS MET

4 How good is operational management and protecting children and young people and meeting their needs?

4.4 Recruitment and retention of staff

4.5 Development of staff

Standard 6 Professionals are competent and confident

5 How good is individual and collective strategic leadership?

5.1 Values, vision and aims

5.2 Leadership and direction

5.3 Leadership of people and partnerships

5.4 Leadership of change and improvement

Standard 8 Agencies, individually and collectively demonstrate leadership and accountability for their work and effectiveness

PLANNING AND CONNECTIONS

What do we want to achieve?	How are we going to do it?	When will we do it by?	Resources Required?	How will we know we have done it?
Ensure children service plans are informed by the priorities of the CPC	CPC to identify priorities and feed into Children Service Planning Processes.	Ongoing	Staff time	Agreed priorities are evident in Child Service Plans
Increase staff awareness of links between the CPC Business Planning and Children Service Planning processes	Publish planning structure/link on CPC Website	Marchh2009	Staff time	Planning structures & links evident on Website

PLANNING AND CONNECTIONS - QUALITY INDICATORS AND STANDARDS MET

Quality Indicators	Framework standards
4 How good is operation management and protecting children and young people and meeting their needs? 4.1 Polices and Procedures	Standard 6 Professionals are competent and confident
5 How good is individual and collective strategic leadership? 5.1 Values, vision and aims 5.2 Leadership and direction 5.3 Leadership of people and partnerships 5.4 Leadership of change and improvement	Standard 8 Agencies, individually and collectively demonstrate leadership and accountability for their work and effectiveness

Part B

Service Specific Plan

Introduction

The inspection of services to protect children and young people in East Ayrshire took place between June and September 2007. It covered the range of services and staff working in the area, who had a role in protecting children. The Chief Officers were asked to prepare an action plan indicating how they would address the main recommendations in this report. The report was published in January 2008. The HM inspectors will re-visit the authority within two years to assess and report on progress made in meeting the recommendations.

The main points for action are:

- Improve processes for identifying and assessing risks and needs of children where there are child protection concerns
- More fully involve health in child protection processes and improve children's access to medical assessments and examinations
- Improve joint planning to meet children's needs
- Ensure the work of social workers is monitored more consistently

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MAIN ACTION POINT 1 - Improve processes for identifying and assessing risks and needs of children where there are child protection concerns				
What do we want to achieve?	How will we do it?	By when?	Resources needed	How will we know we have done it?
Ensure that risk assessments are carried out without undue delay	Self evaluation of practice in risk assessment to be carried out.	Completed by November 2008	Staffing resource	Risk assessment completed and documented
	Further roll out of IAF process.	2008-2011	Staffing resource	Report from IAF implementation group
	Review of frontline duty service and capacity of staff to deliver safe and response service.	June 2008		Review completed and implementation in place
	Formation of multi agency pre referral group to allow for a multi-agency decision making on domestic abuse and other referrals related to children.	June 2008	Training budget	Group established
	Commission risk	Team Leaders June		

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	assessment training for all frontline social workers/team managers/independent review officers	2008 Social Workers December 2008		All managers have completed 3 day Risk Assessment and Risk Management Training
Where appropriate all children and young people attend their own case conference and if not their views are recorded	Lead professional and independent chair ensure that children and young people attend and have their views recorded	Immediate	Staff resources	Log of attendance maintained Evidence in minutes that child's views are listened to and acted on as appropriate Child's view clearly highlighted within the minute of the meeting
Ensure that Child Protection plan is in place following GOPR procedures	Further GOPR training for all agencies Management information from IT Child Protection Module to inform the Child Protection Committee of progress and trends in this area	Ongoing programme Ongoing	Staff commitment Training budget IT Swift Team dedicated time	Pre birth plans in place prior to birth Quarterly report available to CPC

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Ensure that all nursery staff follow Education Child Protection procedures i.e. Standard Circular 57	Training for early years staff based on significant case reviews	Ongoing programme	Staff commitment Training budget	Close monitoring of care and welfare files by head of establishment
Improve the process of initial response by Social Services to Child Protection referrals	Implementation of revised eligibility criteria which will include response times	August 2008	Appropriate staffing	Service user review
	Pan Ayrshire review of out of hours care	2008/2009		Completion of review
	Effective contract monitoring of Standby Service	September 2008		Review completed and implementation plan in place
	Review of duty service	June 2008		Group Established
Implementation of multi-agency Pre Referral group	All children's names are removed from the child protection register have a deregistration plan which includes frequency of visits	December 2008	Independent Child Protection Chairperson Swift IT Team	Quality assurance reporting from auditing of case files
				Management information from
Provide appropriate level of service for children no longer on the CP register				

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Provide appropriate level of service to children accommodated away from home	<p>required by all agencies</p> <p>Implementation of revised LAAC procedures and guidelines</p> <p>Staffing review carried out across the department</p>			Swift Child Protection Module
Improves the overall quality, content and evaluation of case files in all agencies	Training programme to be implemented	October 2008	Staffing resource Training budget	Multi-Agency case file review
Ensure that consent from children and their families to share information is recorded	Roll out of IAF NHS A&A promote the recording of children's views through training & documentation.	2008-2011	IAF documentation	Monitoring and reviewing the IAF assessments
Integrated chronologies are compiled for all children on CP register	<p>Further roll out of IAF process</p> <p>Improve IT solution to assist with the collation of integrated chronologies</p> <p>Multi and single agency training</p>	2008-2011	<p>Staffing resources</p> <p>Implementation group</p> <p>Training budget</p>	<p>Report from IAF implementation group</p> <p>Evaluation of training and training register</p>

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MAIN ACTION POINT 2 – More fully involve health in child protection processes and improve children’s access to medical assessments and examinations				
What do we want to achieve?	How will we do it?	By when?	Resources needed	How will we know we have done it?
Ensure that all children have access to a General Practitioner	A protocol for ensuring vulnerable children have access to General medical Services was previously agreed by the CPC and implemented across East Ayrshire CHP. NHS Ayrshire and Arran will promote the implementation of the protocol again.	October 2008	Staff Time	Evidence of written communication.
Improve access to CAMHS	NHS Ayrshire and Arran have a review of mental health services underway. Improved access to CAMHS is an objective of this review.	Ongoing – as per schedule in NHS Review	NHS	Review completed and published
More fully involve health in child protection processes and improve children’s access to medical assessments and examinations	The Tripartite discussion process was implemented October 2007, whereby all CP Investigations involved a discussion	Ongoing	Staff Time	Evaluation report available Oct. 2008

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	with health staff and the initiation of a medical examination or a health assessment. In June 2008 health colleagues attended a meeting of Senior SW managers and Team Leaders to review and promote the process.			
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MAIN ACTION POINT 3 –Improve joint planning to meet children’s needs				
What do we want to achieve?	How will we do it?	By when?	Resources needed	How will we know we have done it?
Ensure that full reports are distributed timeously to those who attended case conferences	Decisions of all conferences distributed within 24 hours of the meeting	June 2008	Appropriate work load management	Monitoring of case files
	Full minutes of meetings to be distributed within 7 working days of the meeting	December 2008		Inclusion in supervision discussions
All plans concerning children in care are reviewed within an agreed timescale and that contingency plan is in place	Implementation of multi-agency Action Plan from the IAF framework which includes timescales/outcomes and contingency plans	December 2008	Appropriate work load management	Regular child care plan reviews
Ensure consistency of approach in LAAC review process	Implement the revised LAAC procedures and guidelines	December 2008		Engagement with and Feedback from LAAC forum
	Review staffing to	March 2009		Review completed

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	ensure that all reviews are chaired by an independent chair person			
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MAIN ACTION POINT 4 – Ensure the work of social workers is monitored more consistently				
What do we want to achieve?	How will we do it?	By when?	Resources needed	How will we know we have done it?
Standards of good practice consistent across social work services	Produce supervision policy	December 2007 (achieved)	Staffing resources	Monitoring of procedures and regular reports to Management Team